PROVINCE OF SASKATCHEWAN

11-12

ANNUAL REPORT

MINISTRY OF JUSTICE AND
ATTORNEY GENERAL

Table of Contents

Letter of Transmittal – Minister 3

Letter of Transmittal – Deputy Minister 5

Introduction 6

Alignment with Government's Direction 6

Ministry Overview 7

Progress in 2011-12 11

Financial Overview 2011-12 27

For More Information 31

Appendices

Appendix A: Organizational Chart 32
Appendix B: Boards and Commissions 33
Appendix C: Revolving Funds 41
Appendix D: Key Contact Information 52

This annual report is also available in electronic format on the Ministry's website at **www.justice.gov.sk.ca**.

Letter of Transmittal – Minister

Her Honour, the Honourable Vaughn Solomon Schofield
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

The province of Saskatchewan continues to prosper. Our Government remains dedicated to its vision of a secure province that leads the country in economic and population growth, with the opportunity for a high quality of life for everyone.

The administration of a fair and balanced justice system is integral to this vision, and I am pleased to report that the Ministry of Justice and Attorney General has aligned with the Government's vision and goals in developing strategies and actions that will help achieve further economic growth, security, and accountability through honouring commitments and responsibly managing expenditures.

The Ministry has completed and worked toward a number of important objectives over the last year. Just recently, we made progress to implement the Serious Violent Offender Response program, which will see dedicated prosecutors deployed across Saskatchewan to carefully monitor potential violent offenders. We have also implemented a number of legislative protections for consumers and businesses, and completed the transfer of the Consumer Protection Branch from within the Ministry to the Saskatchewan Financial Services Commission.

I'm also proud to announce the expansion of the Restitution Civil Enforcement Program to all of Saskatchewan in 2011-12, after a successful pilot in the Yorkton and Regina regions. This program is part of the Ministry's overall efforts to ensure that offenders pay court-ordered restitution to their victims. Additionally, in an effort to reduce stress on children and other vulnerable witnesses, video equipment has been purchased for installation in another ten victim/witness rooms.

Examining programs and services to provide the most effective and efficient delivery possible is a key priority that will be reported on as results are achieved. This annual report communicates our progress to the Legislature and to the Saskatchewan people. Therefore, this report is an important accountability measure that can help inform future planning and resource allocation in the coming years.

I respectfully submit the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2012.

Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal – Deputy Minister

The Honourable Gordon S. Wyant, Q.C.
Minister of Justice and Attorney General

Dear Sir:

As Deputy Minister of Justice and Deputy Attorney General, I acknowledge the responsibility of my office for the accuracy, completeness, and reliability of the information that is contained in the Ministry of Justice and Attorney General Annual Report for 2011-12.

I take very seriously the accountability that my office holds for the financial administration and management control of the Ministry of Justice and Attorney General. Therefore, in recognition of its responsibility to the Legislature and to the Saskatchewan people, my office has taken every reasonable step to follow good governance practices in compiling and relaying the information contained in this report.

Any significant caveats or limitations in supporting information that might reasonably influence the judgment of readers will be reported in the applicable section of the report. Where information could be subject to interpretation embedded in the reporting, such interpretation reflects the best judgment of the reporting unit's leader.

I have the honour of submitting the Annual Report of the Ministry of Justice and Attorney General for the fiscal year ending March 31, 2012.

Gerald Tegart
Deputy Minister of Justice and
Deputy Attorney General

Introduction

The 2011-12 Annual Report for the Ministry of Justice and Attorney General presents the Ministry's results on activities and outcomes for the fiscal year ending March 31, 2012. It reports to the public and elected officials on public commitments made and other key accomplishments of the Ministry. Although a renewed vision and set of goals were introduced as a result of the 2011 provincial election, the 2011-12 Annual Report is presented in relation to the vision and goals that guided the development of the 2011-12 Plan.

Results are provided on publicly committed strategies, actions, and performance measures identified in the 2011-12 Plan.

The report also demonstrates progress made on Government commitments as stated in the *Government Direction for 2011-12: The Saskatchewan Advantage*, the Minister's Mandate letter, throne speeches, and other commitments and activities of the Ministry.

The annual report demonstrates the Ministry's commitment to effective public performance reporting, transparency, and accountability to the public.

Alignment with Government's Direction

The Ministry's activities in 2011-12 align with the Government's vision and three goals.

Our Government's Vision

A secure and prosperous Saskatchewan, leading the country in economic and population growth, while providing a high quality of life for all.

Government's Goals

- Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth, and positioning Saskatchewan to meet the challenges of economic and population growth and development.
- Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.
- Keep Government's promises and fulfill the commitments of the election, operating with integrity, transparency, and accountability to the people of Saskatchewan.

Together, all ministries and agencies support the achievement of the Government's three goals and are working towards a secure and prosperous Saskatchewan.

The Ministry of Justice and Attorney General continues to support the achievement of the Government's three goals by working toward reducing crime and improving public confidence in the justice system, providing legal and personal assistance to those most vulnerable in society, enhancing the infrastructure and improving efficiency of the criminal justice system, increasing protections for investors and consumers, delivering on public commitments, strengthening relationships, and working with other ministries and organizations toward the prospect of a secure and prosperous Saskatchewan.

Ministry Overview

The Ministry provides legal services and justice policy advice to Government in order to protect the legal rights of citizens and to promote social and economic order for Saskatchewan residents. The Ministry provides support for the courts system, prosecutorial services, civil law services and marketplace regulation. The Ministry also supports the legal rights of children, families, and vulnerable individuals, and engages communities in the delivery of justice.

The 2011-12 Full-time Equivalent (FTE) budget was 881.0 FTEs, with actual FTE utilization of 957.2 (76.2 FTEs over budget). There were 8.3 miscellaneous net vacancies throughout the Ministry, with staff required to address workload pressure in Court Services (security detention and workload pressures – 69.3 FTEs), Public Prosecutions (workload pressures – 12.0 FTEs) and Public Guardian and Trustee (workload pressures – 3.2 FTEs).

Ministry activities are organized into six main divisions: Community Justice, Public Prosecutions, Court Services, Civil Law, Public Law and Regulatory Services. A brief description of each of these areas is provided under separate headings below.

There are also four support branches within the Ministry. The Policy, Planning and Evaluation Branch supports the Minister and all divisions in the Ministry in corporate, federal/provincial and interagency policy and justice relations.

The Corporate Services Branch supports the Minister and all divisions in the Ministry by providing financial, managerial, and administrative support to senior management and operational areas of the Ministry.

The Communications Branch supports the Minister and all divisions in the Ministry by ensuring the public receives information in a timely manner about Ministry policies, programs, and services.

The Ministries of Justice and Attorney General and Corrections, Public Safety and Policing share the services of Corporate Services and the Information Management Branch.

Community Justice Division

The Community Justice Division provides programs and services that respond to the needs of individuals and communities for increased safety and involvement in the provision of justice services. It supports the development of community-based services, offers alternative measures and crime prevention programs, coordinates Aboriginal and northern justice initiatives, funds community programs that address interpersonal violence and abuse, supports the Public Complaints Commission, provides for coroner investigations, and offers programs to assist victims of crime.

The Community Services Branch coordinates the development of a province-wide restorative justice strategy for adult offenders. It also administers and funds Aboriginal community justice initiatives and funds the Aboriginal Courtworker Program. The Aboriginal and Northern Justice Initiative Branch develops Aboriginal and northern policy that supports community development and justice reform. The Interpersonal Violence and Abuse Unit provides funding for community-based family violence, sexual assault and related services. The Public Complaints Commission investigates and reviews complaints against the police to ensure both the public and police are guaranteed a fair and thorough investigation of a complaint. The Coroners Branch administers a province-wide system in which coroners conduct investigations on all accidents and unnatural deaths, and make recommendations to prevent similar deaths. Victims Services provides a range of programs to assist victims of crime as they move through the criminal justice process.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and many law enforcement agencies. Prosecutors assess investigation results to determine if there is enough evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the outlay of public funds. The Division also has a large role in training law enforcement officials, such as police.

Court Services Division

Court Services is responsible for the delivery of all court administration services in Saskatchewan. It provides administrative support to the Court of Appeal, Court of Queen's Bench, Provincial Court, Small Claims Court, Traffic Safety Court and the Office of the Supervising Justice of the Peace.

The Division also acts as the agent for the Attorney General in matters relating to adult court-appointed counsel. It is responsible for responding to applications for court-appointed counsel, which includes arranging for counsel to act for the accused and negotiating the terms of the payment. Payments are then made from the Court Services budget.

The administration of the Commissioner for Oaths and Notary Public is also included in the responsibility of the Division.

Civil Law Division

The Civil Law Division provides legal services to the ministries, agencies, boards and commissions of the Government of Saskatchewan. The Division conducts litigation for the Government, appears on behalf of the Government before administrative tribunals, and provides legal advice and other legal services to the Government.

Public Law Division

The Public Law Division provides legal services to the Government. These services include providing advice with respect to Aboriginal law, trade law, constitutional law, and the legal, policy, and technical aspects of legislation. This Division publishes and distributes legislation, regulations, and other government publications through the Queen's Printer.

Regulatory Services Division

The Regulatory Services Division is comprised of a number of branches and divisions, which are described below.

The Office of Residential Tenancies provides information to landlords and tenants about their respective rights and responsibilities so they can conduct themselves appropriately and solve any issues that may arise. It also adjudicates disputes between landlords and tenants when necessary. The Provincial Mediation Board provides debt counseling and mediation, assists debtors in developing tax arrears payment plans to avoid losing their land to tax enforcement proceedings, and works with mortgagors to pay mortgage arrears and avoid court proceedings/foreclosure.

The Office of the Public Guardian and Trustee protects the interests of people who are unable to manage their own financial affairs. Its primary functions are to protect the property rights of children, administer the property rights and finances of adults who are incapable of managing their own affairs, and administer the affairs of some deceased persons. The Public Guardian and Trustee's annual report is posted on the Ministry website at **www.justice.gov.sk.ca**.

The Family Justice Services Branch includes the Maintenance Enforcement Office which enforces support orders and collects over $35 million each year for custodial parents and children, and Family Law Support Services which conducts custody and access assessments for Family Court, provides parent education to encourage parents to resolve their differences which in turn reduces the impact on their children, and arranges for supervised access and exchange as required.

The Fine Collection Branch is responsible for the collection of fines owed to the Province and has an active enforcement unit for fines that are not paid voluntarily. The Branch also assists victims in collecting court-ordered restitution.

The Dispute Resolution Office provides court-annexed or legislated mediation services. This includes civil mediation in non-family Court of Queen's Bench matters and family mediation by way of court order or referral from Family Justice Services. The Office also provides mediation, system design, facilitation, and training services for Government ministries, agencies and Crowns, school boards, health boards, and other public sector entities.

The Access and Privacy Branch provides internal access to information and privacy services for the Ministry and provides leadership and advice on access and privacy issues to Government and local authorities, works with and provides support to access and privacy officials across the Government to help with specific issues, develops training programs, and assists with education of public sector employees.

The Information Management Branch is a shared service with the Ministry of Corrections, Public Safety and Policing. It is responsible for providing information technology (IT) services and records management.

The Regulatory Services Division also provides support services to a number of independent boards and commissions assigned to the Minister of Justice and Attorney General, which includes the Saskatchewan Financial Services Commission, the Saskatchewan Legal Aid Commission, the Automobile Injury Appeal Commission, the Saskatchewan Review Board, and the Saskatchewan Human Rights Commission. The Division provides advice on regulatory matters and matters pertaining to boards and commissions, and represents the Ministry on the Credit Union Deposit Guarantee Corporation and other boards and commissions.

Key Partners

To achieve our major commitments, we need the participation of our key partners. These partners include federal, municipal, and First Nations and Métis governments. Collaboration with the federal government is essential, particularly with respect to criminal justice and sentencing reform. Partnership with the federal government is also essential in matters concerning First Nations peoples, and in cost-sharing or contribution agreements. Our relationship with other justice partners, provincial Government ministries, boards and agencies, and human services ministries and agencies is also crucial in developing a collaborative approach to dealing with crime, its underlying causes, and the legal service needs of individuals.

The table on the following page outlines the main functions of the Ministry of Justice and Attorney General and lists the partners required to ensure that we achieve our key commitments.

Main Functions of the Ministry of Justice and Attorney General	Partners Required to Achieve Key Commitments
Administration and delivery of justice	
• Prosecuting offences under the *Criminal Code*, the *Youth Criminal Justice Act*, and provincial statutes • Providing civil legal services to Government • Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) • Recognizing and responding to the needs of victims of crime	• Judiciary • Federal Department of Justice • Ministry of Corrections, Public Safety and Policing • Police Services • Provincial/territorial Justice ministries and agencies • Defence bar, including Legal Aid • Community justice agencies, including Aboriginal service delivery agencies • Aboriginal courtworkers • Municipal and First Nations and Métis authorities involved in justice issues
Protection of basic legal rights and relationships	
• Protecting and managing the estates of dependent adults or minors through the Office of the Public Guardian and Trustee • Operating the provincial coroners system • Enforcing maintenance orders • Regulating consumer and marketplace relations	• Private bar • Police • Business organizations • Consumer organizations • Federal/provincial/territorial authorities exercising similar responsibilities
Other Justice functions	
• Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education • Administering *The Freedom of Information and Protection of Privacy Act* • Providing legal publications through the Queen's Printer Revolving Fund • Operating the Marriage Unit • Supporting access to public records and privacy protection	• Police • Mediation, arbitration and collaborative law organizations • Federal/provincial/territorial authorities exercising similar responsibilities

Progress in 2011-12

Government Goal: Economic Growth

Sustain economic growth for the benefit of Saskatchewan people, ensuring the economy is ready for growth, and positioning Saskatchewan to meet the challenges of economic and population growth and development.

Strategy: Increase protections for investors and consumers, and assure the integrity of Canada's capital markets

- *The Saskatchewan Financial Services Commission Amendment Act* was proclaimed on October 1, 2011. This included the transfer of functions, programming, and staff of the Consumer Protection Branch to the Saskatchewan Financial Services Commission (SFSC).
- Amendments to *The Credit Union Act* were introduced in the Fall 2011 Legislative Session. These amendments are designed to better support the credit union system in Saskatchewan and will assist in the facilitation of Credit Union Central's restructuring.
- Proposed amendments to *The Securities Amendment Act, 2011* were introduced in the Fall 2011 Legislative Session. The Act is intended to support the work of the Canadian Public Accountability Board and authorizes the SFSC to regulate credit rating organizations.
- The Ministry continued to work with the national working group to develop harmonized legislation to allow financial advisors dealing in securities to become incorporated. An example of this work is *The Securities Amendment Act, 2011*.

Strategy: Promote a favourable business environment and better protect consumers by improving legislation

- Provincial legislation on payday lending was delayed while the Ministry waited for federal designation, which came into force on January 1, 2012 under the *Criminal Code*.
- *The Enforcement of Money Judgments Act* will be proclaimed on May 28, 2012. The Ministry completed extensive work on the development of system changes and training. The Act will provide for a single, searchable province-wide public registry where all judgments capable of immediate enforcement will be registered. The Act is intended to make the seizure and sale of assets more efficient and effective.
- *The Pension Benefits Amendment Act, 2011* will ease the regulatory burden affecting the establishment and administration of multi-jurisdictional pension plans. Amendments to this Act were introduced in the Fall 2011 Legislative Session.
- The Ministry continued to work on developing amendments to *The Condominium Property Act, 1993* that would address issues raised in consultations with industry and consumers, including concerns about insurance and by-law development and enforcement. Amendments to the Act are underway.
- Given other Ministry priorities, consultations on *The Uniform Unincorporated Nonprofit Associations Act* were not undertaken.
- The Ministry worked with other provinces to examine options for regulating travel agencies in order to enhance consumer protection. In January 2012, federal/provincial/territorial Deputy Ministers requested a report on this issue by the end of 2012.
- The Ministry worked with Alberta, British Columbia, and Manitoba to develop *The Miscellaneous Business Statutes Amendment Act, 2011* and *The Co-operatives Amendment Act, 2011*, in order to streamline the business registration process across the western provinces under the New West Partnership Trade Agreement. (2011 Throne Speech)

Government Goal: Security

Secure Saskatchewan as a safe place to live and raise a family where people are confident in their future, ensuring the people of Saskatchewan benefit from the growing economy.

Strategy: Reduce crime and improve public confidence in the justice system through prevention, intervention, and enforcement

- The Ministry continued to work with federal justice colleagues to strengthen the criminal law and criminal process to deal with serious offenders. The Ministry supported implementation of the *Fair and Efficient Criminal Trials Act,* a mega-trial reform bill to reduce common delays in complex court proceedings. Work was also underway with the Ministry of Corrections, Public Safety and Policing (CPSP) and other jurisdictions to develop a response to other legislation, such as Bill C-30, also known as the Shoker Bill, which amends legislation governing requests for bodily substances from offenders; and Bill C-10, the omnibus safer communities legislation. The Ministry monitored and responded as the federal government introduced and revised legislation involving lawful access, self-defence reforms, and firearms registry reforms. (2010 Mandate Letter)

- The Ministry worked with the federal government to implement changes to improve the National Sex Offender Registry. These were put into place on April 15, 2011.

- The Ministry, along with CPSP, other human services ministries, and police services participated in developing the research and strategic approach in the cross-government strategy on violent crime reduction. This work resulted in the September 2011 release of the document, *Building Partnerships to Reduce Crime,* and ongoing support for community-based projects such as the community mobilization project in Prince Albert, commonly referred to as the PA Hub. (2010 Mandate Letter)

- To improve the justice response to serious violent offending, the Ministry, through Public Prosecutions, worked with CPSP's Adult Probation and Policing Divisions to implement a High Risk Violent Offender Response strategy that will monitor offenders and hold them more accountable. Public Prosecutions established paralegal positions to prepare case summaries on serious violent offenders and assist four new Crown lawyer positions in managing the dangerous and long-term offender applications.

- The Ministry continued to work with the Saskatchewan Liquor and Gaming Authority, the Ministry of Health, CPSP, and northern leaders to develop a response to improve public awareness about the responsible consumption of alcohol with the end result of reducing violent crime. Initial research results were presented to northern leaders. Planning for the next steps in this project is underway.

- The Ministry continued to work with the Provincial Partnership Committee on Missing Persons (PPCMP), families of missing persons, and other national and regional jurisdictions and organizations to improve the response to missing person cases.

  - In fall 2011, the PPCMP received the Premier's Award for Excellence in the Public Service. This was mainly a result of the PPCMP meeting with affected families in 2007 and 2009 to involve them in identifying actions needed to support families, prevent people from going missing, and provide an improved response to missing person cases. The PPCMP has also worked to implement or support actions recommended in 2007 and 2009, such as the development of a checklist and media kit for family use.

  - The PPCMP also hosted The Western Regional Forum on Supporting Families of Missing Persons in Regina in March 2011. The report from this Forum was released in spring 2011. Work was done throughout 2011 and 2012 to implement the recommendations in that report, as well as the recommendations from previous reports from the PPCMP.

- The Ministry worked with CPSP, other ministries, and police agencies to develop and implement a strategy on policing and partnerships to reduce crime. In addition, the Ministry is leading

an interministerial committee to examine information sharing and privacy issues related to integrated working relationships such as the PA Hub.

- As part of its long-term commitment to work in partnership, the Ministry continued to provide a continuum of service for victims and offenders in the criminal justice system. Part of this commitment included holding some offenders accountable through referrals to alternative measures programs. Community-based programs continue to provide effective service to victims and offenders.

- Adult referrals to alternative measures programs remained stable with over 3,000 individuals referred this year. Generally, over 80 per cent of closed cases reached an agreement with the offender and about 90 per cent of the agreements were successfully completed.

- The alternative measures/extrajudicial sanctions program guideline review was completed to further support community-based programs. Training sessions were offered for all funded community agencies to ensure they are aware of the changes in the policies. Saskatchewan continues to be one of the strongest supporters of alternative measures/extrajudicial sanctions in the country, with up to 6,000 adult and youth cases per year. While many kinds of cases are referred, the majority involve property offences such as theft, break and enter, and mischief, as well as assault cases.

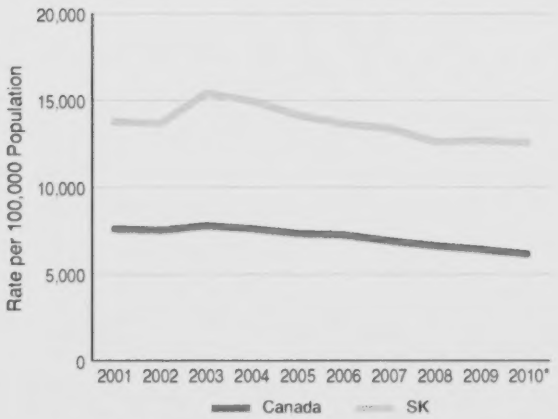
- In order to increase the collection rate of fines, the Ministry developed *The Summary Offences Procedure Amendment Act, 2011,* which was first introduced in December 2011. (2011 Throne Speech)

- The Ministry continued to work with Alberta, British Columbia, and Manitoba to develop common or complementary policies, operations, and legislative approaches to reduce organized crime and gangs. Through the Uniform Law Conference of Canada, Saskatchewan is tracking complementary legislative approaches to reduce organized crime and gangs through the provincial jurisdiction. As well, Ministry officials responded to the request of Western Premiers on safer communities for more information on issues such as coordinating approaches on dealing with illegally fortified buildings connected with gang activity.

Performance Measure Results

Overall crime rate

Criminal Code crime, Canada and Saskatchewan, 2001-10

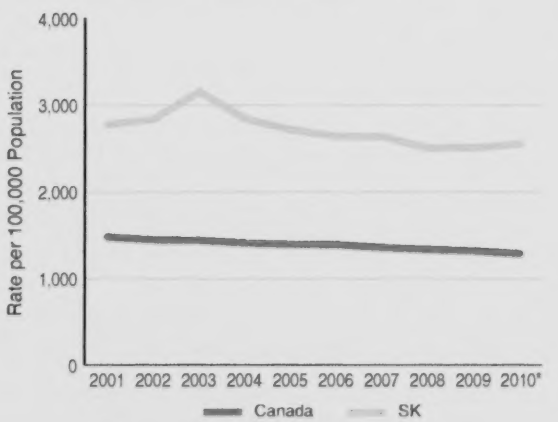


** Most recent data available*

Source: Canadian Centre for Justice Statistics, Incident Based Uniform Crime Reporting Survey (UCR2), 2010

Violent crime rate

Criminal Code crime, Canada and Saskatchewan, 2001-10

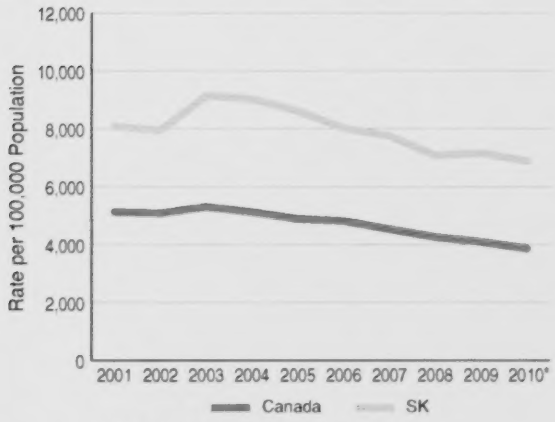


** Most recent data available*

Source: Canadian Centre for Justice Statistics, Incident Based Uniform Crime Reporting Survey (UCR2), 2010

Property crime rate

***Criminal Code* crime, Canada and Saskatchewan, 2001-10**



** Most recent data available*

Source: Canadian Centre for Justice Statistics, Incident Based Uniform Crime Reporting Survey (UCR2), 2010

These measures are of interest to the Ministry and the Government, as they provide a measure of the well-being of society. They also serve as the basis for planning and implementing specific key actions for the daily operations of Saskatchewan's criminal justice system. Generally speaking, crime rates provide information on how much and what type of crime is being experienced in communities.

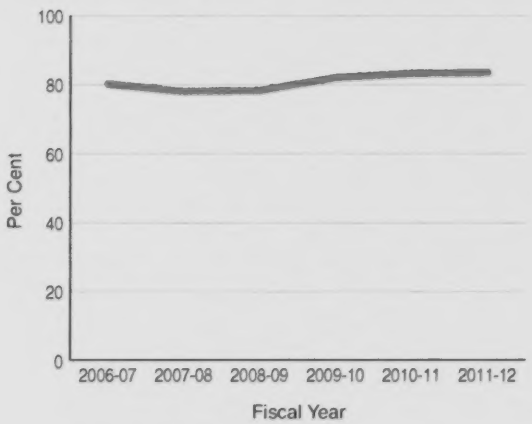
Crime rates do not describe how well criminal justice institutions are responding to crime. While the crime rate is often viewed as a justice sector issue and is a crucial consideration in justice planning, the root causes of crime are much broader. Addressing root causes such as unemployment, lack of education, housing and family dysfunction requires integrated, comprehensive planning, funding and resources across many different sectors. Most of the factors influencing crime rates are out of the direct control of the Ministry, although the Ministry needs to be able to effectively respond to offending and victimization.

In 2010, among the provinces, Saskatchewan had the highest overall violent and property crime rates, as well as the highest overall crime severity index and the second highest violent crime severity index. Saskatchewan crime numbers continue to be cause for deep concern despite the decrease in overall reported crime and crime severity in recent years. As well, slightly less than one-third of complaints that are reported to police result in criminal charges. Most justice system funding and resources are used to respond to offending and victimization through enforcement and prosecution of offenders, or in working to reduce the risk of crime and increase public safety in other ways, such as community justice and crime prevention programming.

The graphs represent the most recent data available. Data from 2011 will not be available from the Canadian Centre for Justice Statistics (CCJS) until July 2012.

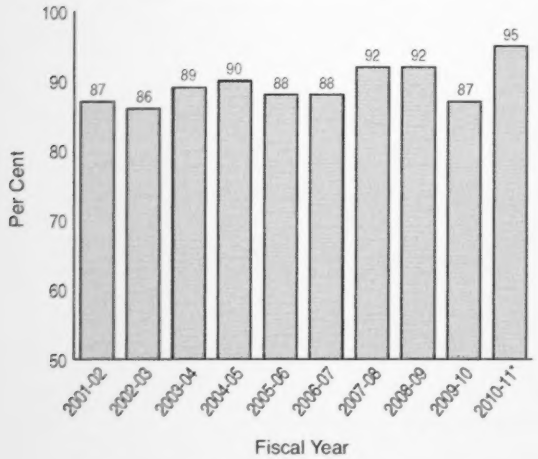
Offender accountability

Percentage of dollar amount of fines ordered paid within five years of disposition, 2006-07 to 2011-12



Source: Court Services, Ministry of Justice and Attorney General, 2012

Percentage of offenders successfully completing agreements in adult alternative measures programs, 2001-02 to 2010-11



* *Most recent data available*

Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2011

These measures are of interest to the Ministry and the Government, as they demonstrate the degree to which offenders are held accountable for their actions by the criminal justice system. Holding offenders accountable for their actions is a critical component of community safety. The Ministry works with the Ministry of Corrections, Public Safety and Policing to hold offenders accountable in three ways:

- custodial sentences and community supervision orders;
- financial commitments or fines; and
- community justice programs offering alternative measures.

The Ministry is responsible for fine collection. Offenders can be ordered to pay fines as part of their sentences. Because offenders sometimes require time to pay fines, this measure is reported over a period of five years, as a percentage paid of the dollar amount of fines ordered in a specific fiscal year (e.g., payments for fines ordered in 2004-05 would be reported over the following five fiscal years).

As shown in the second graph on the previous page, this value has been fairly constant, ranging from 78 per cent to almost 84 per cent over the last six reporting periods. The increases, from 78 per cent in 2008-09 to 83.8 per cent in 2011-12, can be attributed in part to the establishment of the Fine Collection Branch in 2008-09 and the implementation of the agreement between the Ministry and the Canada Revenue Agency that allows garnishment of GST rebates and income tax refunds when fines are not paid.

Although the Ministry attempts to have as much influence as possible over fine collection, the Ministry has a low-to-moderate influence over this measure. Factors such as the employment status and ability of the individual to pay are out of the Ministry's control.

The second measure provides data on offenders' successful completion of agreements in adult community justice alternative measures programs that are the responsibility of the Ministry. Alternative measures programs provide an option within the criminal justice system that allows crime to be addressed outside the formal court system. People accused of a criminal offence that take responsibility for their conduct may be offered the opportunity to address the harm caused by their actions by participating in diversion, mediation, or conferences through a community-based program.

The most recent data available from 2010-11 continues to show that, over the years, adult offenders have had a consistently high level of success in these programs, with a range of 86 per cent to 95 per cent completing agreements.

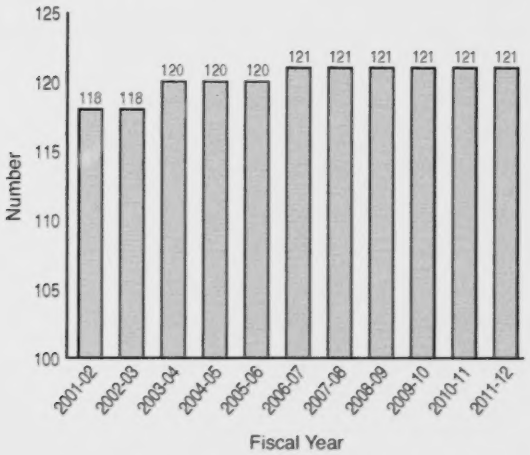
The Ministry has a low level of influence over the outcome of this measure. The following determinants have been identified as affecting program success, all outside the control of the Ministry:

- offender attitudes, values, beliefs, cognitive challenges and addictions;
- available treatment services and programs;
- family and social supports;
- educational/employment opportunities; and
- changing police practice.

As well, this performance measure depends on external variables, such as the willingness of participants to reach agreements and the skills of the mediator/facilitator. This type of justice intervention may not have a long-term impact on some offenders if lifestyle conditions and supports remain unchanged. However, research and evaluation projects have shown that participants in alternative measures programs are less likely to re-offend than a cohort group of offenders who did not participate in this type of program.

Communities engaged in crime prevention activities

Community-based organizations engaged in crime prevention activities with the Ministry, 2001-02 to 2011-12



Source: Community Justice Division, Ministry of Justice and Attorney General, 2012

This measure is of interest to the Ministry and the Government because it demonstrates the extent of partnerships and relationships between the Ministry and community-based organizations (CBOs) offering justice-related programs within Saskatchewan communities. Partnering with CBOs is a critical pillar of community justice activity and provides a measure of community engagement in crime prevention.

Since 2003-04, the number of communities engaged in crime prevention activities with the Ministry has remained fairly constant. These programs include: community justice programs, victim services programs, crime prevention programs, and family violence prevention and crisis response programs. Implementation of the community-based model that the Ministry uses to promote community justice takes time. Community readiness is a critical factor because the community has a vital role in developing these programs to support a response to criminal behaviour and victimization that meets locally determined needs.

The Ministry has a high level of influence over the measure, as the Ministry often initiates and supports community participation throughout the province across its initiatives.

Strategy: Improve policies, services, supports, and infrastructure to increase public confidence, efficiency, and justice for all people in Saskatchewan

- As part of its work with justice partners to develop approaches to reduce the time it takes a criminal case to be resolved in the criminal justice system, the Ministry held several Lean events designed to promote the continuous process improvement. Events involving the judiciary, Crown prosecutors, Legal Aid lawyers, and Court Services personnel took place in Regina and Saskatoon to streamline the process from first appearance to case resolution or the setting of a trial date. The Regina Prosecutions Office sponsored a Lean event with the Regina Police Service to improve the disclosure process. The vast majority of recommendations have been implemented and initial results indicate a reduction in the time required to process cases. (2010 Mandate Letter)

    - Measurement of results involved tracking ten types of offences in Regina and Saskatoon. In Regina, the average amount of time to process a case was reduced by a range of three to 356 days, dependent on the offence being tracked; in Saskatoon, the average reduction for the same ten offences ranged from 12 to 128 days.

- The Ministry continued to work with the Ministry of Corrections, Public Safety and Policing (CPSP) and other criminal justice partners to identify opportunities to appropriately reduce the number of adults on remand. A preliminary analysis of the impact of *Criminal Code* reforms on credit for time served was completed, including the identification of trends in case law. This examination provided a baseline for the number of offenders on remand and the length of time offenders spend on remand. It is assumed that the changes will reduce the number still on remand and increase the number incarcerated as there will no longer be additional credit for time served on remand. (2010 Mandate Letter)

- Under *The Seizure of Property Act, 2009,* 22 forfeiture applications were placed before the court. As well, six applications from the previous year were completed, resulting in orders of forfeiture being issued and the Criminal Property Forfeiture Fund receiving $755,628 in revenue, being cash, property, and expense reimbursements awarded to the Crown. One forfeiture application resulted in $417,833: a unique one-time occurrence.

- Work continued with CPSP's Safer Communities and Neighbourhoods (SCAN) program to communicate the process and procedure to policing agencies and assist in obtaining the information required to make applications for forfeiture orders.

- The Ministry continued to develop its capacity to effectively enforce restitution orders on behalf of victims of crime. Plans to expand the Restitution Civil Enforcement Program (piloted in Yorkton and Regina) province-wide were put in place for April 1, 2012. The program continued to work closely with the Adult Restitution Program in Victims Services.

- The new Assistant Restitution Coordinator position with Victims Services that was filled in March, 2011 was fully integrated into the operations of the Adult Restitution Program. This enhanced the program's ability to monitor and enforce orders and communicate with both victims and offenders. (2007 and 2010 Mandate Letters)

- The evaluation report on the use of video-conferencing in courts was distributed. Based on recommendations in the report, additional video-conferencing sites are being established for the use of accused. The Ministry developed a two-year plan to enhance its ability to facilitate testimony by children and other vulnerable witnesses from outside of courtrooms.

- The Justice of the Peace Program was improved by establishing a centralized hub that provides extended hours of service. The model was implemented in seven northern communities. It provides an entry point for the criminal justice system that enables it to better meet the needs of those involved by accepting applications for tele-warrants, requests for release, remand hearings, and search warrants.

- The Ministry continued to work with the federal and provincial governments to provide an enhanced, consistent response to compensation for the wrongfully convicted. Information on this issue was discussed at a meeting of federal, provincial, and territorial Ministers Responsible for Justice in January 2012. The project will continue once that group has provided direction.

- To improve the efficiency of the Court of Appeal process, a case management and electronic filing system for the Court of Appeal was fully implemented. Information sessions with provincial law firms to promote the use of the system were held.

- The automated trial scheduling system was fully implemented in the Regina and Saskatoon Provincial Courts. In addition, a case manager was recruited in Regina.

- The Ministry completed a review of options with police agencies and CPSP for the management and delivery of court security, detention, and prisoner transportation services in the province, including two Lean events. The business case was developed, and discussions regarding the next steps occurred with Ministry officials from Justice and CPSP, and the RCMP.

- The Ministry continued discussion with law enforcement agencies in order to implement an electronic ticketing initiative that would reduce processing time for offence tickets. As part of *The Summary Offences Procedure Amendment Act, 2011,* database consultants began identifying system needs for this initiative.

- The Ministry continued to work with police agencies to develop a provincial strategy to track and store unidentified human remains.

- The Ministry provided $100,000 to assist the Community Legal Assistance Services for Saskatoon Inner City Incorporated (CLASSIC) in providing legal advice for Saskatchewan people in vulnerable circumstances.

- To enhance and expand services and policies for children and families, the Ministry continued to support a pilot project in Regina that provided Aboriginal courtworker services to assist families in understanding child protection situations. The research report was presented to the Law Foundation in September 2011. The findings from that report serve as a guide for future work in this area. Along with the continuation of the Regina pilot, new pilots are being considered for Saskatoon and Prince Albert.

- Enhancement of services and policies for children and families also included working with the federal government to create an effective, efficient child support recalculation program. This program would review and adjust court-ordered child support based on current income tax information.

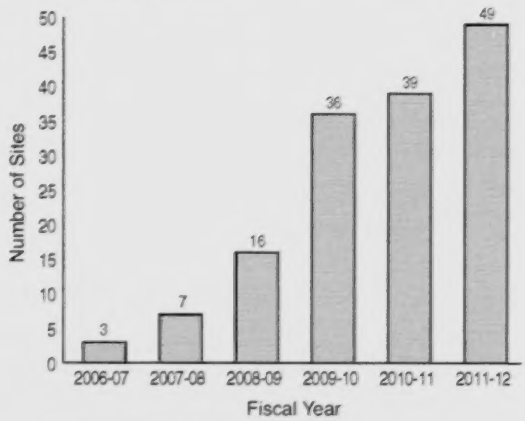
- Legislative changes to reduce provincial court delays included amendments to *The Provincial Court Act, 1998* and *The Small Claims Act, 1997* that came into force on July 1, 2011. The amendments repealed the provision that created the Civil Division of the Provincial Court and enabled the use of Justices of Peace in small claims matters. Implementation of these amendments allows Provincial Court Judges to focus on criminal court matters. (2010 Throne Speech)

- *The Provincial Court Amendment Act, 2011,* which contains provisions that increase the transparency and accountability for complaints involving Provincial Court Judges, came into force on July 1, 2011. (2010 Throne Speech)

Performance Measure Results

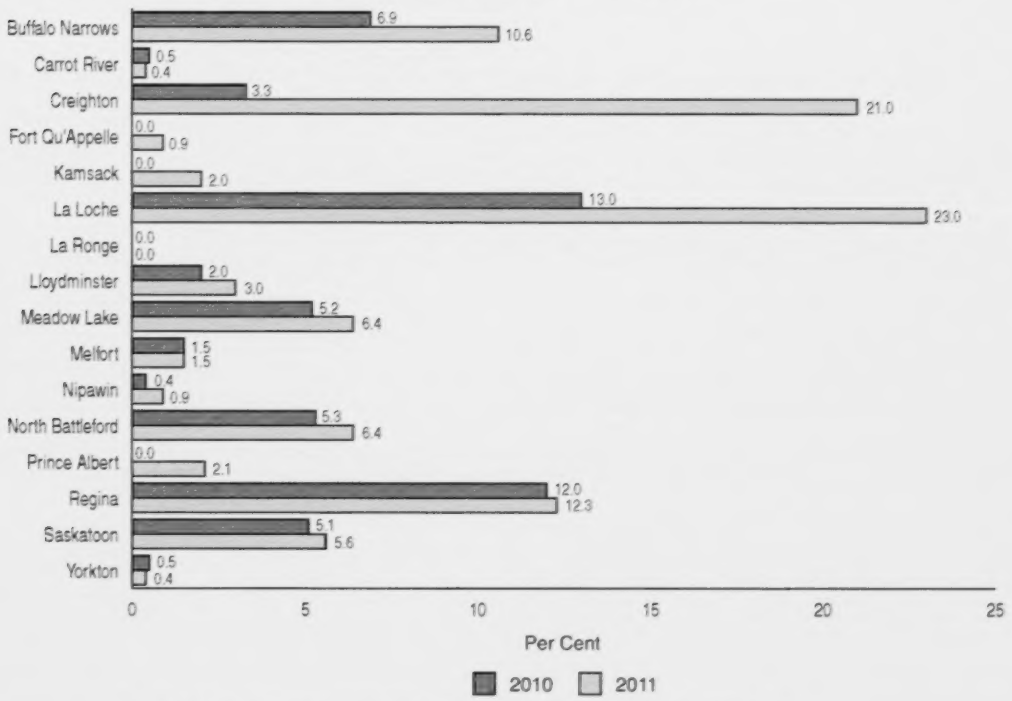
Video-conferencing

Number of video-conferencing sites, 2006-07 to 2011-12



Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2012

Per cent of charges heard by video-conference, 2010 and 2011



Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2012

Note
1. Some sites received access to equipment during 2011-12 so their statistics are not for an entire year, and comparisons to 2010 are not available.
2. In 2010, Pelican Narrows used video-conferencing with 26 per cent of their charges. In 2011, data from that site were included as part of the Prince Albert data.
3. 2010 data was not available for Fort Qu'Appelle and Kamsack because they only began receiving funding partway through the year.
4. Prince Albert is now counted differently in 2011 and, because of this, 2010 data is not available.

This measure is of interest to the Ministry and the Government, as video-conferencing technology reduces costs of prisoner and witness transport and assists in ensuring Saskatchewan is a secure place to live.

Video-conferencing is primarily used to facilitate court appearances without transporting prisoners, witnesses, judges, Crown prosecutors, and defence counsel. It can be used for a variety of court experiences, such as first appearances, adjournments, bail hearings, and remote appearances by witnesses and counsel. The use of video-conferencing sites reduces transportation and security concerns, increases access to justice, reduces transportation costs, and reduces court time and inconvenience to judges, counsel, the police, and offenders.

The two indicators identified on the previous page and above, number of sites and per cent of appearances, show the extent to which the initiative has been implemented and used. As shown, use has increased over the years. Since 2006, when the first video-conferencing equipment was installed in the Saskatoon Provincial Court and in the Saskatoon Correctional Centre, expansion has provided access in 37 provincial courtrooms, five Courts of Queen's Bench, two provincial correctional centres for men, three youth centres,

and two sites in the Saskatchewan Penitentiary. In addition, 31 interview rooms have access to the equipment and, with the assistance of federal funding, equipment has been installed in eight soft rooms. Soft rooms provide a waiting area outside the courtroom for children and other vulnerable witnesses who may feel safer in a separate area. They also reduce the trauma experienced by victims and contribute to the quality of evidence.

The Justice Automated Information Network cannot provide appearance counts by person; therefore, a proxy measure of the percentage of charges heard by video-conference has been used in the graph on the preceding page. As shown, over the last year the use of video-conferencing has increased in the majority of sites.

The Ministry has a high level of control over the installation of video-conferencing equipment, but has little control over how frequently the involved parties use the equipment.

Strategy: Improve access to services and supports for victims of crime

- The Ministry continued to effectively manage the Victims' Fund to ensure a timely, appropriate response to the needs of victims of crime through 47 programs in 37 agencies offering services including crisis intervention, financial compensation, support throughout the criminal justice process and public education.

- The Ministry obtained federal funding to create three new Missing Persons Liaison positions in the Victim Services units of the municipal police services in Prince Albert, Regina and Saskatoon. The positions will provide direct services to families in the three centres and will develop consistent and appropriate practices, procedures, and training materials regarding supporting families of missing persons. These positions will also be responsible for providing training, advice, and guidance to all other Police-based Victim Services programs in Saskatchewan.

- The Ministry continued to implement the plan for video-conferencing to allow child victims and other vulnerable witnesses to testify from outside courtrooms. A two-year plan was developed and federal funding was obtained for the purchase and installation of video-conferencing equipment in victim/witness rooms in ten court locations. In 2011-12, video-conferencing equipment was purchased to be installed in five locations in 2012-13. Video-conferencing equipment will also be purchased in 2012-13 for installation in a further five locations.

- The Ministry completed a feasibility study on establishing a central registry for protection orders in Saskatchewan. The Ministry is planning for the next steps which will include identifying provincial partners and determining the extent of support for the registry. It is anticipated that the registry would provide easily accessible information to police about non-contact conditions and enable timely victim notification when circumstances change in criminal or family court matters.

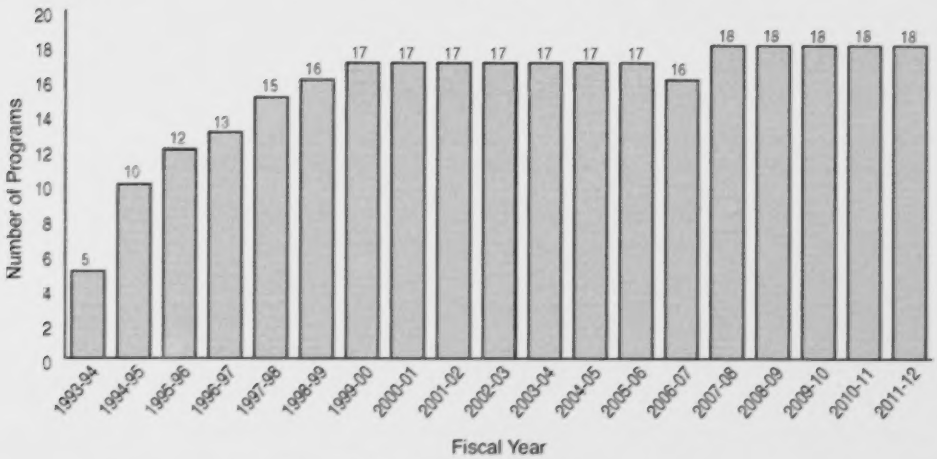
- The Ministry developed the Northern Transportation and Safety Initiative to increase victim safety in the North. A series of consultations occurred within the Ministry, with other ministries and service providers in the North to assist with development. New administrative and program processes were established in the Ministry to facilitate the implementation of the initiative in the 2012-13 fiscal year.

- The Ministry continued work on amendments to *The Victims of Crime Act, 1995* that would support police sharing victims' information with Police-based Victim Services programs. The Ministry developed draft amendments to the Regulations and continued to work with the RCMP "F" Division to overcome operational challenges caused by the restrictions on referrals to victim services. The Ministry continued to co-chair the Deputy Ministers' federal/provincial/territorial working group on this issue with the objective of identifying long-term, national solutions.

Performance Measure Results

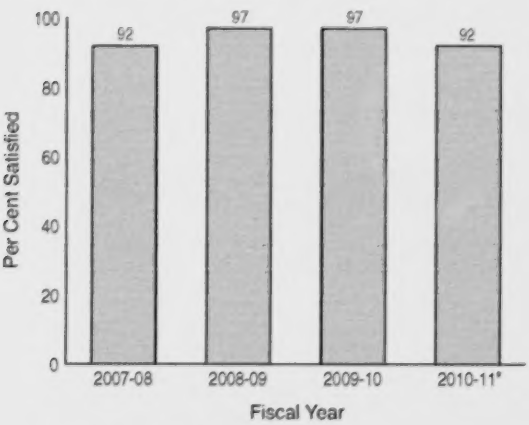
Access to and satisfaction with Police-based Victim Services programs

Number of Police-based Victim Services programs, 1993-94 to 2011-12



Source: Victims Services, Ministry of Justice and Attorney General, 2012

Client satisfaction with Police-based Victim Services programs, 2007-08 to 2010-11



** Most recent data available*

Source: Policy, Planning and Evaluation, Ministry of Justice and Attorney General, 2011

These measures are of interest to the Ministry and the Government, as they demonstrate the Ministry's commitment to providing effective services and supports to victims of crime throughout the criminal justice process.

The 18 Police-based Victim Services programs serve victims of crime directly and are available to 87 per cent of the Saskatchewan population and 68 per cent of municipal police and RCMP jurisdictions. For eight years prior to 2008-09, the programs served 80 per cent of the population. In 2008-09, services were expanded to new areas and the percentage of the population served increased by seven per cent. This has been maintained through 2011-12.

The Police-based Victim Services programs are very effective at serving victims of crime and traumatic events through crisis intervention, information about the impact of crime and victimization, support, and referrals to other services. Since 2006-07, an annual satisfaction survey has been conducted with clients of these programs. The reported results from each year show programs are meeting their mandates effectively. The most recent data available from 2010-11 indicates:

- most respondents (92 per cent) reported that the supports and services provided by Victim Services met their needs, with 49 per cent reporting that they "more than met my needs";

- most respondents (92 per cent) reported that they were satisfied with the supports and services provided by Victim Services;

- almost all respondents (98 per cent) felt they were treated with courtesy and respect and compassion (96 per cent); and

- almost all respondents (98 per cent) reported that Victim Services people were non-judgmental.

Factors that may affect clients' perceptions of the program include: timeliness of response, frequency of contact, nature of services provided, the needs of the victim, the expectations of the victim about the role of victims services, and their expectations for the criminal justice process.

The Ministry has a moderate level of control over these measures. The programs are delivered in partnership with the local police service. RCMP-based programs operate with non-profit community-based boards.

Strategy: Support adults and children in vulnerable circumstances by providing program services and supports

- To support the development and delivery of programs to address interpersonal violence and abuse, the Ministry provided annual funding of $9.3 million for 42 services operated by 34 community-based organizations in 17 communities across Saskatchewan. A new non-residential service for adult survivors of childhood sexual abuse was established in Saskatoon in October 2011.

- The Ministry completed the implementation of Public Guardian and Trustee program reforms arising from the 2009-10 program review. As well, actions to improve processes that were identified in two Lean events have been implemented. Results that can be at least partially attributed to the changes include a reduction in the time to process cheques for clients from five days to a matter of hours, errors reduced from 15 per cent to less than three per cent, postage reduced by 25 per cent, and all incoming mail being stored electronically.

- *The Adult Guardianship and Co-decision-making Amendment Act, 2011* came into force on October 1, 2011 and strengthens the protection of adults who are incapable of managing their own personal or financial matters. The Ministry published a document on *How to Make an Application for Guardianship* to assist individuals in these situations.

- The Ministry established an interministerial committee to conduct a review of legislation affecting vulnerable adults. In December 2011, the committee circulated a consultation document to interested organizations and individuals. The committee is reviewing the responses and working towards preparing legislative proposals.

- The Ministry continued to work with federal and provincial governments to implement changes in family law. The changes to the tables under the Child Support Guidelines were implemented in December 2011. The Ministry took steps to ensure the judiciary, defence bar and the public were aware of the changes.

  - The Ministry continues to work with others to produce an analysis of the implications of two international family law conventions related to maintenance and custody/access. It continues to monitor federal legislation such as the *Civil Marriage Act*.

  - *The Inter-jurisdictional Support Orders Amendment Act, 2011* was first introduced in December 2011. This Act enables Saskatchewan courts to grant and register support orders or agreements when the claimant (the person receiving support) and the respondent (the person paying support) do not live in the same province or country. The Act also allows a Saskatchewan order or agreement to be sent to another province or country for registration and enforcement.

- The Saskatchewan Maintenance Enforcement Office (MEO) continued to deliver family justice services, including the enforcement of maintenance payments, parent education programs, custody and access assessments, and supervised access and exchange programs. Saskatchewan continued to have the second highest collection of money owed to custodial parents with orders registered with the MEO (over 90 per cent). Every person commencing

a family law proceeding in which custody, access, or child support is an issue must attend parent education programming. Approximately 2,000 parents attended parent education sessions between April 1, 2011 and March 31, 2012. Of the cases with custody and access assessments ordered, 85 per cent were resolved outside of the court system.

- The Ministry continued to provide family mediation services to assist parents in resolving parenting issues in a positive child-centred manner. In the past, the resolution rate for court-ordered, high conflict files was 50 per cent; in 2010-11 it was 60 per cent. For non-court mandated couples, the resolution rate is greater than 70 per cent. This service allows court resources to be used for more difficult matters.

- *The Enforcement of Maintenance Orders Amendment Act, 2011* was first introduced in December 2011. This Act will facilitate the implementation of a new electronic maintenance enforcement system and strengthen the enforcement of maintenance orders. (2011 Throne Speech)

- The Ministry continued to work with the Regional Intersectoral Committees (RICs) and the Senior Inter-ministry Steering (SIMS) Committee to advance integrated service delivery among human service ministries, agencies, and other stakeholders at the provincial, regional, and local levels. The goal is to ensure a seamless service system for children, youth, and their families. The Ministry funded a research report on the challenges and successes of the development and implementation of the RICs up to March 2011.

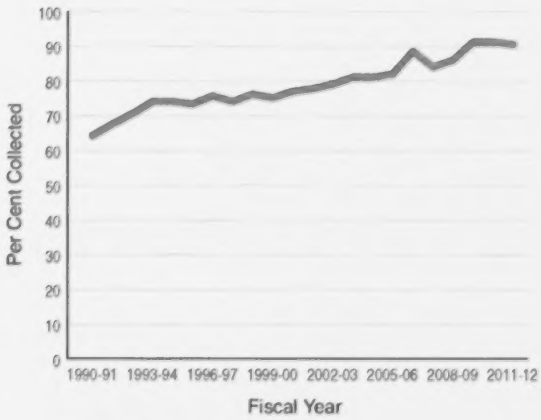
- The Ministry participated in the development of the cross-government strategy on the Saskatchewan Children and Youth Agenda, which included responding to the Child Welfare Review. It further supported this work through the Child Protection Committee on Access to Justice, co-chaired by the Ministries of Social Services and Justice and Attorney General, which considered issues such as streamlining approaches to court process, the need for counsel for children, and the role of the Aboriginal courtworker in child welfare cases. The Ministry also supported consideration of interministerial responses through the Child Abuse and Sexual Exploitation Committee, which is co-chaired by the Ministries of Social Services and Justice and Attorney General, and is linked to the SIMS Committee.

- *The Advocate for Children and Youth Act* was first introduced in December 2011. This Act will more clearly define the powers and responsibilities of the Children's Advocate. (2011 Throne Speech)

Performance Measure Results

Support for children and families

Collection of support payments for children and families, 1990-91 to 2011-12



Source: Maintenance Enforcement Office, Ministry of Justice and Attorney General, 2012

Maintenance enforcement orders and agreements for financial support are issued following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. This performance measure provides evidence that the Maintenance Enforcement Office has consistently improved its rate of collection over the long-term since it first opened in the 1987-88 fiscal year. For the past five years, the Office has maintained a collection rate of over 80 per cent. In the last two years, the rate has risen to over 90 per cent. In 2011-12, the collection rate was 90.5 per cent of monies owed in maintenance and enforcement orders and agreements that were referred to it. This gave the Office the second highest collection rate in Canada, behind Québec.

The Ministry has a high level of influence over collecting maintenance. It can enforce orders through garnishment of wages, bank accounts, and federal government payments, such as Employment Insurance, Canada Pension payments, Old Age Security, income tax refunds, or GST credits. It is always looking for new ways to ensure the successful collection of monies owed.

Government Goal: Promises

Keep Government's promises and fulfill the commitments of the election, operating with integrity, transparency, and accountability to the people of Saskatchewan.

Strategy: Negotiate key federal/provincial agreements to benefit Saskatchewan people

- The Ministry continued to discuss approaches with provincial and territorial partners to ensure adequate federal funding for civil and criminal legal aid. In January 2012, the Ministry supported the discussion of provincial and territorial needs with federal ministers.
- The partnership between Justice Canada, the Ministry of Justice and Attorney General and the Ministry of Corrections, Public Safety and Policing (CPSP) continued to ensure the delivery of community justice programs in 69 of 72 First Nations communities in Saskatchewan. To support this partnership, the province and its community agencies participated in Justice Canada consultations to prepare for the renewal of the Federal Aboriginal Justice Strategy in April 2012.
- The Ministry negotiated child-centred funding with federal authorities and reported on activities in the current agreement. Though this is an annual negotiation process, it has been confirmed the Ministry will receive child-centred funding for 2012-13.
- The Ministry continued to work with other provincial and territorial governments, particularly in western Canada, on issues of mutual concern. Organized crime was a topic at the meeting of Western Ministers held in February 2011. Following that, a letter to the Federal Minister of Justice was sent by Western Ministers. At the direction of the Western Premiers on safer communities, Ministry officials initiated discussion to help inform Western Ministers about issues related to organized crime, such as improving coordination of approaches on fortified building legislation.
- *The Legislative Assembly and Executive Council Amendment Act, 2012* received second reading in March 2012 and will ensure that any future provincial election campaigns do not overlap with a federal election campaign. (2011 Throne Speech)

Strategy: Increase participation of Aboriginal people in justice system delivery to deal with criminal justice issues

- The Ministry continued to support the Government in implementing the First Nation and Métis Consultation Policy Framework.
- The Ministry continued to seek advice from Elders when developing new policies, considering changes in programs or policy, and implementing new services. As an example, in June 2011, the Ministry supported Elder involvement in the Healing Gathering at Pinehouse.
- To enhance the role of First Nations and Métis peoples in the development, implementation and delivery of community-based justice services, community justice agencies, in partnership with representatives from the Ministry of Justice and Attorney General, CPSP, and the Federal Aboriginal Justice Strategy, participated in several planning exercises to determine how to improve supports to the current programs. Individual agencies used this information to enhance their programs.
- The Ministry joined CPSP to offer training sessions to First Nations and Métis agencies regarding the revised policies and guidelines for alternative measures and extrajudicial sanctions.

Strategy: Ensure that the administration of public affairs is within the rule of law

- The Ministry continued to provide legal and policy advice and services to the Government as required to ensure its operations comply with the rule of law, which states that the Government and all citizens are subject to the law and must operate according to its terms.

- The Ministry continued to offer Government ministries, agencies, and others advice on dispute resolution processes and assistance in resolving public policy issues. For example, the Dispute Resolution Office assisted the Ministry of Social Services by offering mediation services in child protection matters, benefiting the participants through the use of a non-adversarial conflict resolution and increased family involvement. Mediation services were also provided to the Saskatchewan Public Complaints Commission.

- The Ministry continued to offer administrative and policy advice to ministries, agencies and local authorities to improve compliance with access and privacy laws. It also continued efforts to raise awareness of access and privacy issues in preparation of Privacy and Security Awareness Month in May 2012, followed by a major conference in June 2012. The Ministry led a corporate Lean initiative aimed at improving the processing of access requests for government records.

Strategy: Improve the effectiveness and efficiency of the Ministry's programs and services to ensure the best use of public funds

- In addition to program evaluation initiatives and follow-up, the Ministry continued to host and participate in Lean events. The Lean philosophy of continuous improvement was used to improve processes in several areas of the Ministry.

- The Ministry used a Lean process to identify actions that would improve and streamline the delivery of court services in the Regina and Saskatoon Provincial Courts.

- As a result of the actions, both courts saw a reduction in average number of appearances per case and average number of days to case resolution and trial date. As well, Regina reduced the average number of days from entering a not-guilty plea to the next available trial date in non-custody trials from 212 days on April 1, 2010 to 126 days on June 30, 2011; in Saskatoon, it was reduced from 296 days to 162 days.

- The planned program evaluation for the Regina Domestic Violence Court was delayed due to other priorities requiring a reallocation of resources. Data reports for this court and the courts in Saskatoon and the Battlefords have been completed.

- The planned program evaluation for the Victim Impact Statement was delayed in 2013-14 as other priorities, such as the expansion of Police-based Victim Services programs, took precedence.

- The Ministry continued to examine alternative service delivery models for Small Claims Court. An additional Justice of the Peace was recruited in Regina and the recruitment process began in Saskatoon. These positions will allow more time for Provincial Court Judges to focus on criminal matters.

- The Ministry undertook a number of initiatives to improve and support Provincial Court operations. In consultation with the judiciary, a Policy Committee was established to provide guidance to court employees. A Supervisory Development Program was implemented to support succession planning. A Provincial Court Training Plan for court staff was developed and made available online. In addition, a number of policies were developed and distributed to the court offices.

- The Ministry completed the consolidation of the credit counseling function of the Provincial Mediation Board.

- Amendments to *The Saskatchewan Human Rights Code* to transfer responsibility for hearing human rights complaints from tribunals to the Court of Queen's Bench came into force on July 1, 2011, as part of an effort to streamline the complaints process and improve efficiency. (2010 Throne Speech)

- The Office of Residential Tenancies participated in a review of program delivery using Lean methodology in 2010-11. Action items implemented included a web-based call centre, revised forms and an improved website. This has led to faster response times to client calls – 34 per cent of calls are answered within one minute and 90 per cent within ten minutes.

- The Ministry continued to work with the Saskatchewan Administrative Tribunals Association to provide training and networking support to administrative tribunals. This will help to improve their policies and procedures, as recommended by the Ombudsman's report: *Hearing Back: Piecing Together Timeliness in Saskatchewan's Administrative Tribunals*.

- The Ministry continued to work on a provincial disaster plan in conjunction with provincial partners. It was also actively involved in establishing national protocols for disaster response and assistance.

- In partnership with the Ministry of Corrections, Public Safety and Policing and the Information Technology Office, the Ministry finalized the requirements for the Criminal Justice Information Management System (CJIMS). The development phase began in March 2012.

- The development and testing of the new Maintenance Enforcement Information System is on track to be implemented in 2012-13.

Financial Overview 2011-12

The Ministry's original 2011-12 appropriation was $162.7 million, including $17.9 million for capital asset acquisitions and $145.5 million on an expense basis. The expense budget excludes the $17.9 million appropriation for the Ministry to acquire capital assets and includes $700,000 for the amortization of capital assets.

For 2011-12, actual expenditures were $149.6 million; a variance of $4.2 million higher than the original appropriation. The increased costs are attributable to:

- hiring additional staff to address workload pressures in Court Services, Public Law, and Public Prosecutions ($2.0 million);
- an increase to the Human Rights Commission, primarily due to restructuring costs ($0.8 million);
- higher amortization costs ($0.3 million); and
- a net increase from all other changes, including salary and general operating pressures across the Ministry ($1.1 million).

The renovation and addition to the Saskatoon Court of Queen's Bench facility was $9.5 million under budget for the 2011-12 fiscal year due to a late project start. The cost of the project has not changed; however, the cash flows between fiscal years will change from the original plan.

Expense results by sub-vote and program area are summarized in subsequent pages of this report.

The 2011-12 revenue budget was $40.4 million. Actual revenue was $47.8 million; $7.4 million greater than budget. The increased revenue is primarily attributable to:

- higher than estimated dividend from the Saskatchewan Financial Services Commission (SFSC) ($2.7 million);
- higher than anticipated Surrogate Court fees and Public Trustee fees ($1.4 million);
- an increase in number of fines ordered ($2.9 million); and
- the remaining $0.4 million is attributable to net changes in a number of different branches.

The 2011-12 Full-time Equivalent (FTE) budget was 881.0 FTEs, with actual FTE utilization of 957.2 (76.2 FTEs over budget). There were 8.3 miscellaneous net vacancies throughout the Ministry, with staff required to address workload pressure, as follows:

- Courts (security detention and workload pressures) – 69.3 FTEs;
- Public Prosecutions (workload pressures) – 12.0 FTEs; and
- Public Guardian and Trustee (workload pressures) – 3.2 FTEs.

2011-12 Financial Results – Expenditures

The following table outlines information on actual and budgeted expenditures by sub-vote and sub-program. Explanations are provided where variances are greater than $100,000. All amounts are shown in $000s.

Sub-vote	Sub-program	2010-11 Actual Expend.	2011-12 Original Estimate	2011-12 Actual Expend.	Variance	Notes
Central Management and Services	Executive Management	$ 972	$ 898	$ 891	$ (7)	
	Central Services	6,001	5,709	6,039	330	1
	Accommodations	13,740	14,530	14,270	(260)	2
Total Central Management and Services		**$ 20,713**	**$ 21,137**	**$ 21,200**	**$ 63**	
Courts and Civil Justice	Court Services	$ 28,304	$ 28,434	$ 29,471	$ 1,037	3
	Dispute Resolution	1,560	1,532	1,778	246	4
	Family Justice Services	4,203	4,407	4,553	146	5
	Public Guardian and Trustee	2,620	2,574	2,707	133	6
	Salaries – Provincial Court Judges	12,219	12,007	12,509	502	7
Total Courts and Civil Justice		**$ 48,906**	**$ 48,954**	**$ 51,018**	**$ 2,064**	
Legal and Policy Services	Access and Privacy	$ 289	$ 317	$ 306	$ (11)	
	Civil Law	3,577	3,727	3,693	(34)	
	Communications	359	481	358	(123)	8
	Policy, Planning and Evaluation	1,053	1,123	1,150	27	
	Public Law	3,796	3,521	3,607	86	
	Public Prosecutions	18,498	18,885	19,548	663	9
	Queen's Printer – Net Financing Requirement	10	–	–	–	
	Queen's Printer – Subsidy	98	97	153	56	
Total Legal and Policy Services		**$ 27,680**	**$ 28,151**	**$ 28,815**	**$ 664**	
Community Justice	Community Services	$ 15,478	$ 16,045	$ 15,884	$ (161)	10
	Office of the Chief Coroner	2,783	3,147	2,821	(326)	11
	Public Complaints Commission	632	629	622	(7)	
Total Community Justice		**$ 18,893**	**$ 19,821**	**$ 19,327**	**$ (494)**	
Marketplace Regulation	Consumer Protection Branch	$ 904	$ 447	$ 470	$ 23	
	Corporations	970	–	–	–	
	Land Titles Assurance Claims	0.3	1	5	4	
Total Marketplace Regulation		**$ 1,874**	**$ 448**	**$ 475**	**$ 27**	
Boards and Commissions	Automobile Injury Appeal Commission	$ 819	$ 963	$ 923	$ (40)	
	Enquiries	178	87	122	35	
	Legal Aid Commission	21,371	21,863	22,063	200	12
	Residential Tenancies/ Provincial Mediation Board	1,195	1,176	1,277	101	13
	Human Rights Commission	2,164	2,165	2,986	821	14
Total Boards and Commissions		**$ 25,727**	**$ 26,254**	**$ 27,371**	**$ 1,117**	
Courts Capital	Courts Capital	$ 7,533	$ 17,892	$ 8,274	$ (9,618)	15
Total Courts Capital		**$ 7,533**	**$ 17,892**	**$ 8,274**	**$ (9,618)**	
Total Ministry Appropriation		**$ 151,326**	**$ 162,657**	**$ 156,482**	**$ (6,175)**	
Capital Asset Acquisitions		(6,427)	(17,892)	(7,872)	10,020	16
Capital Asset Amortization		971	700	1,022	322	17
Total Ministry Expense		**$ 145,870**	**$ 145,465**	**$ 149,631**	**$ 4,166**	

Explanation of major variances

1 Costs to support the information technology partnership with Information Technology Office were greater than anticipated.

2 Cost of space leased through Government Services was lower than anticipated.

3 Increased costs related to court security, workload pressures, and other operating pressures.

4 Additional staff to address workload pressures.

5 Increased costs due to system changes required at the Fine Collection Branch to accommodate new processes.

6 Increased leave liability and increased need for relief of judges.

7 Lower communication development costs than anticipated.

8 Additional legal counsel and administrative support staff to address workload pressures, increased travel costs, and other operating costs.

9 Reduced expenditures due to project delays in the Family Courtworker program.

10 Reduced expenses due to staff vacancies and fewer than expected inquests.

11 Additional funding to offset additional costs as a result of northern air travel, space renovations, and staffing costs.

12 Increased costs related to hearing officers and contract services.

13 Higher legal and staffing costs than anticipated due to internal restructuring.

14 Late project start on the renovation and addition to the Saskatoon Court of Queen's Bench facility. The cost of the project has not changed; however, cash flows between fiscal years will change.

15 Higher actual costs of capital projects meeting the definition of a tangible capital asset.

16 Amortization of capital assets higher than anticipated.

Detailed payee information will be published in Volume 2 of the 2011-12 Public Accounts.

2011-12 Financial Results – Revenues

The Ministry collects revenues related to fines, licences, and service fees on behalf of the Government and receives funding from the federal government related to Legal Aid and other cost-shared programs.

The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances greater than $100,000. All amounts are shown in $000s.

Description	Revenue Budget	Actual Revenue	Variance	Notes
Other licences and permits	$ 793	$ 837	$ 45	
Sales, services and service fees	11,024	12,431	1,407	1
Fines, forfeits and penalties	13,180	16,032	2,852	2
Transfers from other governments	640	640	0	
Other enterprises and funds	8,953	11,674	2,721	3
Other miscellaneous revenue	94	561	468	4
Other federal/provincial agreements	5,738	5,610	(128)	5
Ministry Revenue	**$ 40,420**	**$ 47,785**	**$ 7,365**	

Explanation of major variances

1 Higher than anticipated Surrogate Court fees and Public Trustee fees were collected.

2 Increase in number of fines ordered.

3 Dividend from SFSC higher than estimated.

4 Increase in miscellaneous revenue. The increase is primarily made up of outstanding cheques that have been stale-dated, and refunds (prior year's expense).

5 Year-end accrual for Child-centred Family Justice agreement.

Revolving Funds and Special Purpose Accounts

The Ministry is responsible for managing and operating the following revolving or special purpose funds:

- Queen's Printer Revolving Fund
- Victims' Fund
- Criminal Property Forfeiture Fund
- SFSC Fund

Information regarding the 2011-12 business activities of these funds, except for the SFSC Fund, can be found in Appendix C of this annual report. The SFSC files an individual annual report with a financial statement. The financial statements for these funds can be found on the Ministry website: **www.justice.gov.sk.ca**.

For More Information

This report provides information about our accomplishments and our future plans. We welcome any questions or comments you may have. Please feel free to contact us at:

Ministry of Justice and Attorney General
Communications Branch
1000 – 1874 Scarth Street
Regina, SK S4P 4B3

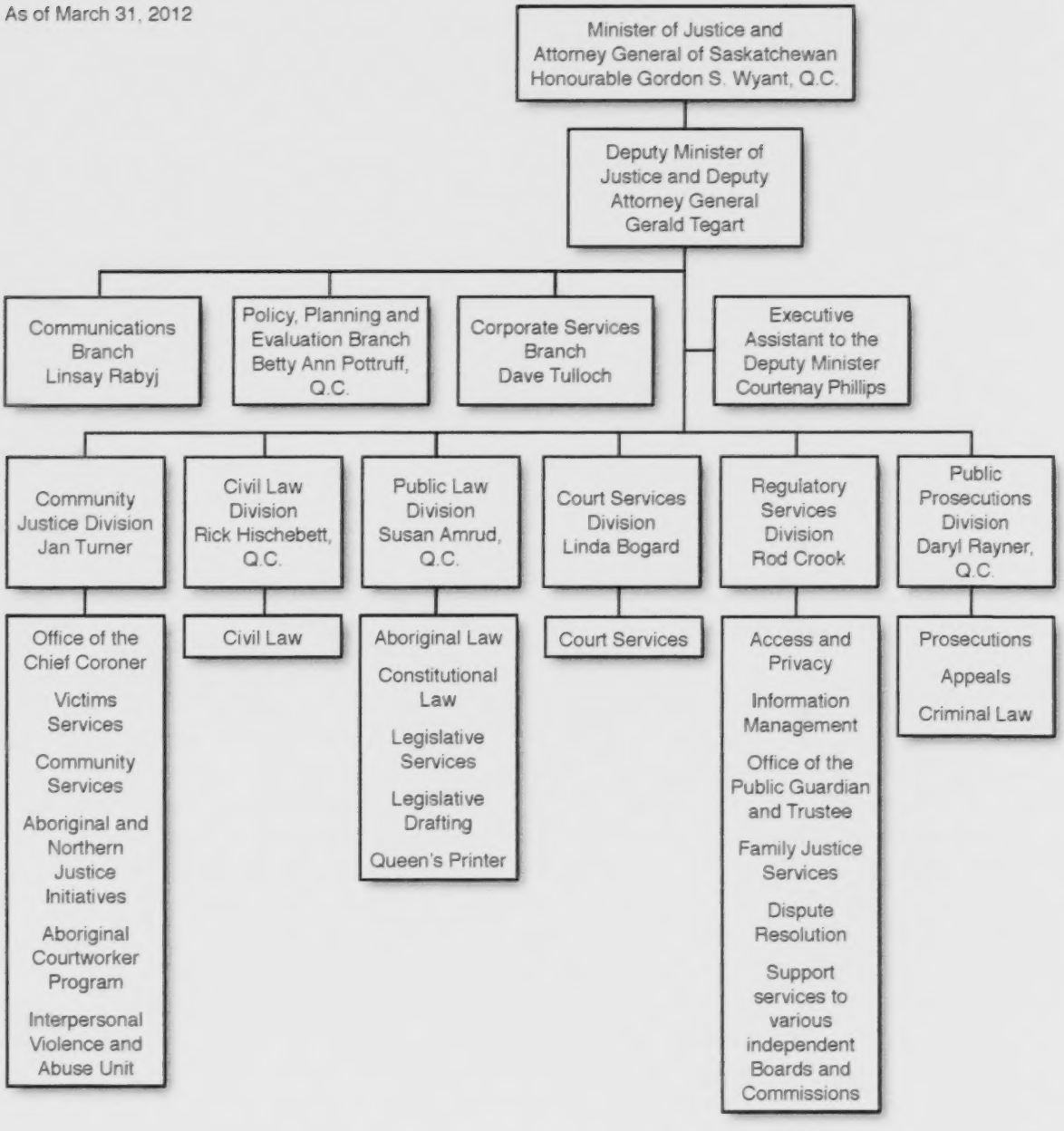
By telephone: (306) 787-7872

Or send an e-mail through the Ministry website at **www.justice.gov.sk.ca**.

Copies of this report are available for download on the Ministry website.

Appendix A: Organizational Chart

As of March 31, 2012


Minister of Justice and Attorney General of Saskatchewan Honourable Gordon S. Wyant, Q.C.
Deputy Minister of Justice and Deputy Attorney General Gerald Tegart
Communications Branch Linsay Rabyj
Policy, Planning and Evaluation Branch Betty Ann Pottruff, Q.C.
Corporate Services Branch Dave Tulloch
Executive Assistant to the Deputy Minister Courtenay Phillips
Community Justice Division Jan Turner
Civil Law Division Rick Hischebett, Q.C.
Public Law Division Susan Amrud, Q.C.
Court Services Division Linda Bogard
Regulatory Services Division Rod Crook
Public Prosecutions Division Daryl Rayner, Q.C.
Office of the Chief Coroner
Victims Services
Community Services
Aboriginal and Northern Justice Initiatives
Aboriginal Courtworker Program
Interpersonal Violence and Abuse Unit
Civil Law
Aboriginal Law
Constitutional Law
Legislative Services
Legislative Drafting
Queen's Printer
Court Services
Access and Privacy
Information Management
Office of the Public Guardian and Trustee
Family Justice Services
Dispute Resolution
Support services to various independent Boards and Commissions
Prosecutions
Appeals
Criminal Law

See Appendix B: Boards and Commissions, for a complete listing of boards, commissions and committees under the responsibility of the Minister of Justice and Attorney General.

Appendix B: Boards and Commissions

The Minister of Justice and Attorney General is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from the Ministry of Justice and Attorney General, including:

- Aboriginal Courtworker Advisory Committee
- Automobile Injury Appeal Commission
- Funeral and Cremation Services Council
- Justice of the Peace Review Council
- Law Reform Commission
- Office of Residential Tenancies
- Provincial Court Judicial Council
- Provincial Mediation Board
- Public Complaints Commission
- Public and Private Rights Board
- Saskatchewan Advisory Board of Review
- Saskatchewan Film Classification Appeal Committee
- Saskatchewan Film Classification Board
- Saskatchewan Financial Services Commission
- Saskatchewan Human Rights Commission
- Saskatchewan Legal Aid Commission
- Saskatchewan Legal Aid Commission Appeal Committee
- Saskatchewan Real Estate Commission
- Traditional Elders Ministerial Advisory Committee
- Victims Compensation Appeal Committee

Most of these boards and commissions produce and table their own annual reports. However, the following agencies have very brief annual reports that are included in this document to accommodate the tabling requirements and reduce printing costs:

- Automobile Injury Appeal Commission
- Provincial Mediation Board
- Office of Residential Tenancies

Automobile Injury Appeal Commission

Commission Membership

During the 2011-12 fiscal year, Jane Lancaster and Walter Matkowski were re-appointed as Commission members.

The current membership consists of:

- Joy Dobko, Saskatoon
- Dr. Barry Heath, Saskatoon
- Laura Lacoursiere, Saskatoon
- Lucille Lamb, Q.C., Saskatoon
- Jane Lancaster, Q.C., Saskatoon
- Keith Laxdal, Regina (Chairperson)
- Walter Matkowski, Saskatoon
- Don McKillop, Q.C., Regina
- Ann Phillips, Q.C., Regina
- Ryan Plewis, Swift Current
- Tim Rickard, Saskatoon

Mandate and Objectives

The Automobile Injury Appeal Commission (AIAC) is an independent, quasi-judicial body whose mandate is to adjudicate no fault bodily injury benefit disputes between a claimant and the insurer, Saskatchewan Government Insurance (SGI), in a less formal manner and on a more timely, less costly basis than is available through the courts.

In fulfilling this role, the Commission has several objectives:

- to issue quality decisions based on facts, findings, and legislative entitlements on a timely basis;
- to reduce the average elapsed time between the submission of an application and the conclusion of the hearing;
- to enhance the understanding of the appeal process and how it may be accessed and to better inform claimants who represent themselves during the process;
- to enhance services and information available to the parties to the appeal process and for the management of the appeal process; and
- to collect, use, disclose, and protect personal information through appropriate privacy and security policies and practices.

The Appeal Process

The AIAC hears appeals of benefit entitlement decisions made by SGI under the no fault insurance program for injuries sustained in motor vehicle accidents.

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. Appeals must be filed either within 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by obtaining and filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful.

Once the claimant and SGI have filed all documents relevant to the appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. The Commission provides the documents submitted by the claimant and the respondent to assist the parties and the appeal panel in reviewing the documentary evidence.

Claimants can represent themselves or have their lawyers present their cases to the Commission. In approximately two of three appeals, claimants are self-represented. SGI is represented by counsel.

Both the claimant and SGI have the right to examine and cross-examine witnesses. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing.

Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets and applies the law and the regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to and binding on both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts or audio recordings are provided to the parties upon request and at their expense.

Appeal hearings are open to the public and the Commission's decisions are published on its website (**www.autoinjuryappeal.sk.ca**) and other legal sites, although de-identified for purposes of web publication. This practice assists claimants and the general public in knowing more about their entitlement to injury benefits and offers self-represented claimants an opportunity to become familiar with the hearing process.

Legislative and Budgetary Authorities

The legislation governing the Commission's activities includes:

- *The Automobile Accident Insurance Act, 1995 and 2002*
- *The Personal Injury Benefits Regulations, 1995 and 2002*
- *The Automobile Accident Insurance (Injury) Regulations, 2005*

The Commission's budgetary status is reflected as follows:

2011-12 Budget:	$963,000
FTEs:	4.0
2011-12 Actual:	$937,000

The favourable actual to budget variance of $26,000 is primarily attributable to reduced salary expenditures resulting from the Manager of Operations temporary job share arrangement with the Office of Residential Tenancies.

2011-12 Activities and Results

- There were 138 new appeals filed with the Commission during 2011-12. At year end, there were 126 files awaiting an appeal hearing. The insurer and/or claimant will settle, withdraw or close a number of these files before the hearing occurs.
- There were 61 decisions issued by the Commission during the year. Of these decisions, 42 (69 per cent) were issued within 60 days from the date the hearing concluded or the last evidence was filed. These 61 decisions pertain to appeals filed in previous years, as well as the current year, and are distributed, based on the year the appeal was filed, in the table on page 36.
- There were 230 on-the-record hearings conducted during 2011-12. The majority of these hearings were conducted by telephone and dealt with the various issues that arise prior to the appeal panel and parties convening for the appeal hearing.
- Commission members participated in a one-day Plain Language Writing Course on November 1, 2011 in Saskatoon. The course was facilitated through the Foundation of Administrative Justice.
- The Commission began a Lean project in 2011 to identify ways to reduce the elapsed time between receipt of an Application for Appeal and the commencement of an appeal hearing leading to a written decision. The value stream mapping process began in November 2011 with the assistance of an external consultant. A team of Commission members and staff, along with stakeholder representatives, participated in the process which concluded with the identification of 30 Kaizen (change) events within the future value stream map. The results of the value stream mapping process were presented to Commission members in January 2012. This resulted in further efforts being directed toward more fully exploring options around pre-hearing contacts with the parties to an appeal.
- As a first stage of dealing with the IT plan, a number of changes were made within the Commission's database to address ongoing problems and deficiencies.

2012-13 Planned Actions

- Develop an implementation plan for changes identified through the Lean process and the subsequent work on pre-hearing contacts. Begin the implementation process.
- Define Lean measurements which will enable an assessment of the impact of changes made at both a global and a component level of the Commission's front-end process. Develop and/or refine measurement tools and/or systems to ensure that the necessary information can be captured. Monitor results and assess the impact of changes.
- Support professional development initiatives that enable members and staff to continue to improve services and the quality of the appeal process. Planning for a decision-making training course is underway.
- Efforts will continue to further the development and implementation of an IT plan for the Commission that will address remaining database deficiencies, potential enhancements, security issues, and member accessibility to Commission resources.
- The Commission intends to review its process for granting a waiver of fees and will revise the current Certificate of Substantial Hardship form. The pending Law Reform Commission of Saskatchewan project on Access to Justice: Needy Person Certificates and Waiver of Fees should benefit from this process.
- The Commission's current paper and web-based communications materials will be reviewed in light of changes emerging from the Lean process. A Frequently Asked Questions section will be added to the website.

Automobile Injury Appeal Commission
Appeal Status as of March 31, 2012

	2007-08	2008-09	2009-10	2010-11	2011-12
Appeals Filed	125	113	104	137	138
Closed, Withdrawn, Settled	78	52	52	47	27
Appeals Requiring Decisions	47	61	52	90	111
Status of Appeals Requiring Decisions					
Adjourned	3	7	7	8	3
Waiting on Parties	4	6	12	53	106
Hearings Concluded	40	48	33	29	10*
Status of Final Decisions Arising from Hearings Concluded					
Issued	40	47	31	26	9
To be Issued	0	1	2	3	1

* Includes eight appeals which were concluded based on documentation provided.

This table displays the current disposition of appeals based on the year in which those appeals were filed with the Commission.

Provincial Mediation Board and Office of Residential Tenancies

Provincial Mediation Board

The Provincial Mediation Board has a role or responsibility in:

- Debt Counseling
- Municipal Tax Enforcement
- Mortgage Foreclosures

Debt Counseling

The Board provides assistance to individuals and families with personal debt problems. A credit counselor reviews financial circumstances and offers options to deal with debt. The Board may:

- provide budgeting advice that assists consumers to pay debts directly;
- negotiate better terms for payment with creditors, collecting a monthly payment from the debtor and distributing it to the creditors (a mediated debt solution); and
- make a consolidation order under the Orderly Payment of Debt provisions of the *Bankruptcy and Insolvency Act.*

The services of the Board are free to debtors, with the exception of a $20 fee for a consolidation order. The program returned over $230,000 to the credit industry in 2011-12 on behalf of debtors.

The number of people assisted by personal debt repayment plans and budget counseling has declined significantly during recent years. Since the middle of the last decade, the number of active files has declined from approximately 600 to 100. The money recovered for creditors has declined from nearly $2 million annually to $230,000. A not-for-profit agency, Credit Counseling Society (CCS), has been offering free credit counseling services by telephone for some time. In November 2011, CCS opened an office in Regina. CCS is based in British Columbia, where it has nine offices. It now has offices in all of the four western provinces and one in Ontario. CCS is increasing its profile in the community and on the Internet. As the services of CCS substantially duplicate the credit counseling services offered by the Board, the Board will be reviewing its program in 2012-13.

Municipal Tax Enforcement

Municipalities require the Board's consent to complete tax enforcement proceedings under *The Tax Enforcement Act.* Upon receiving an application from a municipality, the Board contacts the landowner to establish a plan for the taxpayer to pay the arrears of taxes. If the taxpayer does not agree to a reasonable plan for payment of the tax arrears, or defaults on payment, the Board grants its consent. The municipality may then take title to the land.

Mortgage Foreclosures

The Board receives a Notice of Intention to Foreclose in advance of every proposed foreclosure action. The proposed plaintiff cannot start a court action for 30 days, during which time the Board notifies the mortgagee. When asked by the mortgagee, the Board provides information on foreclosure procedures and discusses options that may be available to the mortgagee to deal with arrears and avoid court.

The Board maintains electronic files for Notices of Intention to Foreclose, which enables staff in both its Regina and Saskatoon offices to access files and shared information, improving service to the public by ensuring that a prompt response to enquiries can be made from either office.

Board Members

- Dale Beck, Chair, Regina
- Andrea Jorde, Deputy Director, Saskatoon

Legislative Authorities

Governing legislation:

- *The Provincial Mediation Board Act*
- *The Tax Enforcement Act*
- *The Land Contracts (Actions) Act*
- *The Agricultural Leaseholds Act*
- *The Land Titles Act, 2000*
- The *Bankruptcy and Insolvency Act* (Canada)
- *The Landlord and Tenant Act*

Provincial Mediation Board 2011-12 Statistics

	2009-10	2010-11	2011-12
Debt Repayment Files Opened	28	24	25
Files Active at Year End	211	140	101
Payments Received from Debtors for Creditors (thousands)	$ 755	$ 457	$ 342
Administrative Levy for Province from Debt Mediation (thousands)	$ 104	$ 65	$ 51
Notices of Mortgage Foreclosure/Cancellation of Agreement for Sale	577	659	688
Tax Enforcement Files Opened	534	586	571
Tax Enforcement Fees Received in Year	$15,075	$17,800*	$14,240

* Based on updated information, numbers for 2010-11 Tax Enforcement Fees Received in Year have been restated.

Office of Residential Tenancies

The Office of Residential Tenancies (ORT):

- adjudicates disputes between landlords and tenants in residential tenancies; and
- provides information to landlords and tenants about their rights and obligations.

Board Members

- Dale Beck, Director, Regina
- Andrea Jorde, Deputy Director, Saskatoon
- Terry Hymers, Deputy Director, Saskatoon

Legislative and Budgetary Authorities

Governing legislation:

- *The Residential Tenancies Act, 2006*
- *The Condominium Property Act, 1993*
- *The Co-operatives Act, 1996*
- *The Tax Enforcement Act*

The ORT has jurisdiction under *The Condominium Property Act, 1993* to evict from condominium associations occupants who disturb other occupants, under *The Co-operatives Act, 1996* to evict persons whose membership in a housing co-operative is revoked and under *The Tax Enforcement Act* to evict occupants of property acquired by municipalities through tax enforcement.

Budget:

The Provincial Mediation Board and the ORT operate as a combined entity and share resources and personnel. Their budgets are combined.

2011-12 Budget: $1,176,000
FTEs: 15.1
Per Diem Hearing Officers: 9

2011-12 Actual: $1,277,000

2012-13 Budget: $1,283,000
FTEs: 15.1
Per Diem Hearing Officers: 12

The variance of $101,000 was due to miscellaneous operating pressures in the ORT, coupled with pressures arising from preparation to implement new file management software and operational systems.

Progress in 2011-12

- During 2011-12, the ORT worked to provide information to landlords and tenants and encouraged landlords and tenants to find their own solutions. The ORT emphasized good communication and direct solutions between landlords and tenants over applications to the ORT.
- Most staff who deal directly with the public were provided with training in conflict resolution. This addressed the recommendation of the Ombudsman that all administrative tribunals offer some form of alternative dispute resolution.

- The number of hearings was substantially unchanged, notwithstanding rental housing pressures and a growing population.

- The ORT continues to add information to its website and organize material to improve accessibility. The intent is to ensure that users have access to all necessary information to proceed without delay and to present their case in a manner that enables the hearing officer to make a fair decision.

- Web-based call centre technology was implemented in November 2010 to better manage and direct incoming calls. Call response times have improved, but further improvements are required.

- The ORT continues to encourage the adoption of e-mail communication between landlords and tenants as permitted by *The Electronic Information and Documents Act, 2000*. Electronic communication offers significant efficiencies for landlords and tenants, and produces a written record of communication that may be important evidence during hearings.

2012-13 Goals and Objectives

- Implement software during the summer of 2012 to significantly improve internal file management, and to convert to electronic records. Staff in both the Regina and Saskatoon offices will have access to all files, which will enable staff to respond to questions about files.

- Implement a web portal through which landlords and tenants will be able to submit applications, pay fees, review documentation, and view documentation remotely during hearings, all of which will improve access to justice.

- Continue to improve its website, its forms, and the manner of providing information – all for the purpose of promoting communication between landlords and tenants so they can resolve problems directly. Parties will have a higher degree of satisfaction with a solution that they find for themselves than with an order from a hearing officer telling them what to do.

- Continue to promote and encourage electronic communication and service of documents.

Office of Residential Tenancies Statistics

	2009-10*	2010-11	2011-12
Total Applications Received	7,557	6,799	6,719
Landlord Applications	6,647	5,586	5,610
Tenant Applications	910	1,213	1,109
Fees	$190,935	$270,120**	$270,750

* Fee change – application fees increased April 1, 2010 from $30 to $50; this figure is restated from the 2010-11 report.

** Based on updated information, Fees for 2010-11 have been restated.

Appendix C: Revolving Funds

Queen's Printer

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other government legislative publications, including:

- *The Saskatchewan Gazette*;
- tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan *Rules of Court* (for the Court of Queen's Bench and the Court of Appeal);
- private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated *Statutes of Saskatchewan* and *Regulations of Saskatchewan*.

Legislative and Budgetary Authorities

Under the authority of the Minister of Justice and Attorney General and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations, 2004*, the Queen's Printer is part of the Public Law Division of the Ministry of Justice and Attorney General.

The Queen's Printer operates through the Queen's Printer Revolving Fund and sells its legislative publications and services to achieve the Fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to be able to provide free access to all current electronic publications at the Internet websites of **www.qp.gov.sk.ca** (Freelaw®) and **www.publications.gov.sk.ca** (Publications Centre).

The main users of paper and electronic publications include:

- municipal/provincial/federal governments;
- law offices;
- colleges/universities;
- industry-specific groups (e.g., associations and oil and gas companies);
- libraries; and
- business/corporate entities.

Queen's Printer Financial Summary

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Actual (unaudited)
Revenue	$ 717,771	$ 828,248	$ 849,069	$ 826,226	$ 785,000	$ 861,135
Expenditures						
Cost of Goods Sold	$ 241,273	$ 267,504	$ 301,405	$ 241,147	$ 273,000	$ 258,363
Gross Profit/(Loss)	$ 476,498	$ 560,744	$ 547,664	$ 585,079	$ 512,000	$ 602,772
Administrative Expenses	630,647	627,728	616,285	678,824	609,000	714,478
Net Profit/(Loss)	$ (154,149)	$ (66,984)	$ (68,621)	$ (93,745)	$ (97,000)	$ (111,706)
GRF Subsidy	148,000	65,000	75,000	83,000	97,000	92,000
Net Profit/(Loss) after Subsidy	**$ (6,149)**	**$ (1,984)**	**$ 6,379**	**$ (10,745)**	**$ 0**	**$ (19,706)**

Sales continue to be steady. Efficiencies in on-demand printing with existing equipment have kept cost of goods sold low. The Fund is on target to eliminate the reliance on the appropriation from the General Revenue Fund in the near future.

FTEs: 9

2011-12 Goals and Objectives

- Add more edited historical legislation to current information to Freelaw® (online source for all current Government of Saskatchewan legislation).
- Continue work towards incorporating online form submission and payment into the Publications Centre.
- Continue to market Publications Centre, including Freelaw®, by attending trade shows and sponsoring relevant industry and business events.
- Continue to promote and sponsor various related professional agencies by preparing materials for national meetings and professional development seminars or providing web and graphic design services.
- Work closely with client groups to improve the quality of the publications services provided.
- Continue to communicate with provincial, federal, and territorial Queen's Printers to ensure legislation and publishing services are consistent with industry and technological standards and best practices.
- Support the government's Lean initiatives.

2011-12 Activities and Results

- Continually added historical legislation, Order in Council (OC) summaries, and point-in-time consolidations to Freelaw®.
  - Posting to the Publications Centre occurs daily, and hundreds of thousands of pages of legislation are currently being prepared for posting. Statute revision volumes from 1920, 1940 and 1978 were edited and posted to Freelaw®. Additionally, all 1930 statute revision volumes have now been posted.
  - All OC summaries continue to be posted on a weekly basis.
  - Point-in-time consolidations are complete acts and regulations as they existed at passage and as they existed at each amendment stage thereafter. Only those passed since 1996 are added, but others are in the planning stage.
  - Continued to evaluate options for scanning and acquiring historical gazettes online.
- Re-incorporated news releases into the Publications Centre catalogue.
- Prepared Uniform Law Conference of Canada annual proceedings and the Commercial Law Binder update.
- Assumed hosting of the Law Reform Commission of Saskatchewan's website and worked with the Commission on reorganizing the pages and documents.
- Continued work with the Ministries of Agriculture, and Justice and Attorney General, on a voluntary basis, to establish a process for online form submission and payment. Production with the Ministry of Justice and further discussions with the Information Services Corporation and the Ministry of Environment are planned.

- Marketed the Publications Centre, including Freelaw®, through attendance at conferences and trade shows. Provided sponsorship for related agencies and non-profit corporations through promotional materials.
- Continued to work co-operatively in partnership with all participants, in and outside of the provincial government, to deliver the Publications Centre. The Saskatchewan Publications Centre now has 90 partner agencies, municipalities and associations.
- Worked with Queen's Printers from other provinces who contacted Saskatchewan for assistance in delivering electronic publications with common standards.
- Reduced appropriation received from the General Revenue Fund as the Queen's Printer continues to work toward being a self-sufficient revolving fund.
- Lean: Designed online form for Commissioner for Oaths and Notary Public, designed e-form and enabled e-commerce for a Ministry of Agriculture program, and assumed responsibility for Curriculum Distribution Centre from the Ministry of Education.

Queen's Printer Subscription Statistics

Subscriptions to Publication/Service	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual
Statutes of Saskatchewan Bound Volume	105	204	198	196	177	160	154
The Saskatchewan Gazette	325	287	273	261	232	218	203
Loose-leaf Statutes	245	328	320	305	287	261	252
Loose-leaf Regulations	90	106	103	100	92	87	79
Separate Chapters	58	86	53	74	62	60	59
Tables	186	221	211	195	185	173	161
Rules of Court (English/French)	229/0	417/0	361/1	359/1	344/2	327/2	321/5
Loose-leaf Rural Municipality	234	250	249	224	216	208	196
Loose-leaf Urban Municipality	315	308	308	292	278	258	225

Victims Services

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims have needs directly related to their involvement in the criminal justice system, which may include:

- information on the justice system, support and assistance as they proceed through the criminal justice process, and referrals to appropriate agencies;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how they have been affected by the crime.

Victims of criminal acts that have been reported to police, and who therefore have come to the attention of the justice system, are the first priority of the program. Services for victims of crimes that have not been reported, as well as for individuals who are at risk of becoming victims, are also supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children, persons with disabilities, and Aboriginal people who are disproportionately victimized by crime.

In order to ensure basic services are available to meet the needs of victims of crime throughout Saskatchewan, Victims Services offers a range of direct programs, which are outlined in this report. Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and co-operative response. These other initiatives include:

- education and training;
- coordination of services;
- research and evaluation; and
- prevention of victimization programming.

Legislative and Budgetary Authorities

The governing legislation of the Victims Services Program is *The Victims of Crime Act, 1995* and *The Victims of Crime Regulations, 1997.* The *Declaration of Principles Respecting the Treatment of Victims of Crime,* which is included within the Act, outlines the principles with respect to the treatment of victims that are to be followed by persons working within Saskatchewan's justice system.

The Victims' Fund, which was established by this legislation, is the primary support for services for victims of crime in Saskatchewan. This is a special purpose fund that is predominantly comprised of revenue from victim surcharges paid by offenders on federal and provincial offences.

2011-12 Goals and Objectives

- Develop recommendations for amendments to *The Victims of Crime Act, 1995* to ensure that Police-based Victim Services programs receive victim information.
- Continue working with the RCMP and Justice Canada to identify solutions to the issue of access to information by RCMP-based Victim Services programs.
- Effectively manage the Victims' Fund by monitoring revenue and expenditures, and explore avenues to increase revenue; obtain federal project funding where possible.
- Develop a plan and obtain federal project funding to enhance victim services for families of missing persons in Saskatchewan.
- Work with partners in Saskatchewan's two children's justice centres to develop a plan and obtain federal project funding to enhance the centres.
- Work with the Court Services Branch to develop a plan to enhance the Ministry's ability to facilitate testimony from outside the courtroom for children and other vulnerable witnesses.

- Continue to support the Fine Collection Branch's piloting of the Restitution Civil Enforcement Program and, if applicable, its expansion.

- Deliver and support the development and delivery of training and education activities for victim services and other criminal justice system personnel regarding the needs of victims and appropriate responses.

2011-12 Activities and Results

- Monitored provincial and federal victim surcharge imposition and collection, as well as investment of the Victims' Fund to maximize revenue.

- Obtained approval for project funding from Justice Canada's Victims Fund totalling over $242,000 in 2011-12 for the following projects: Victim Services for Families of Missing Persons; Child-friendly Courts Expansion; and Victim Services Training/Policy Manager and Collaboration.

- Conducted financial audits of funded programs. Worked with specific programs to resolve management and financial issues and trained program staff in the use of financial management software.

- Administered federal proceeds of crime (POC) monies that were deposited into the Victims' Fund. These funds are designated for payment to police agencies for anti-organized crime and crime prevention activities upon approval of the POC committee. The POC committee did not approve any expenditures for the 2011-12 fiscal year.

Financial Management/Administration

Victims' Fund Revenue and Expenditures

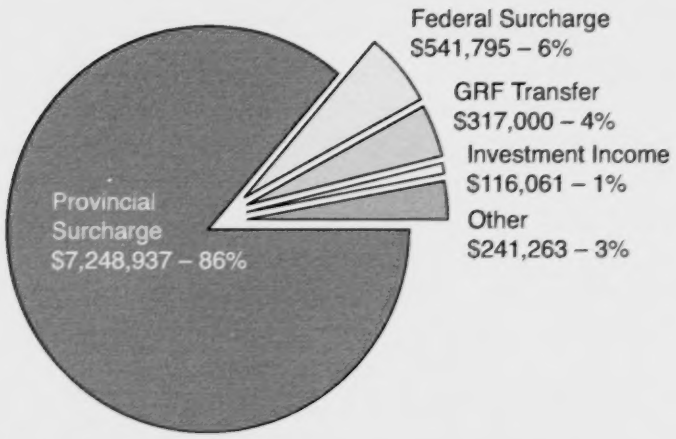
Victims' Fund (000s)	2011-12 Budget	2011-12 Actual (unaudited)
Revenue	$ 5,236	$ 8,465
Expenditures	$ 6,717	$ 7,078

Revenue in 2011-12 was over budget by $3.2 million, due mainly to increased imposition and collection of provincial surcharges, the receipt of federal project funding, and interest. Revenue also includes federal surcharges, surcharge receivables, General Revenue Fund transfers, proceeds of crime, and other miscellaneous revenue. Expenditures were over budget due to an allowance for bad debt in the amount of $450,000. These figures are unaudited; the audited financial statements for the Victims' Fund will be included with the Public Accounts on July 31, 2012.

Victims Services Staffing

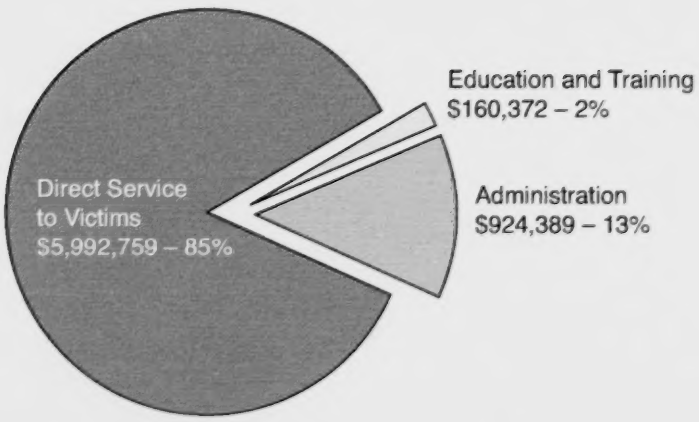
Total FTE Establishment	
Administration	6.5
Compensation	2.0
Restitution	6.0
Victim/Witness Support	6.5
Training & Interpersonal Violence Manager	1.0
Total FTEs	**22.0**

Victims Services
2011-12 Actual Revenue – Unaudited



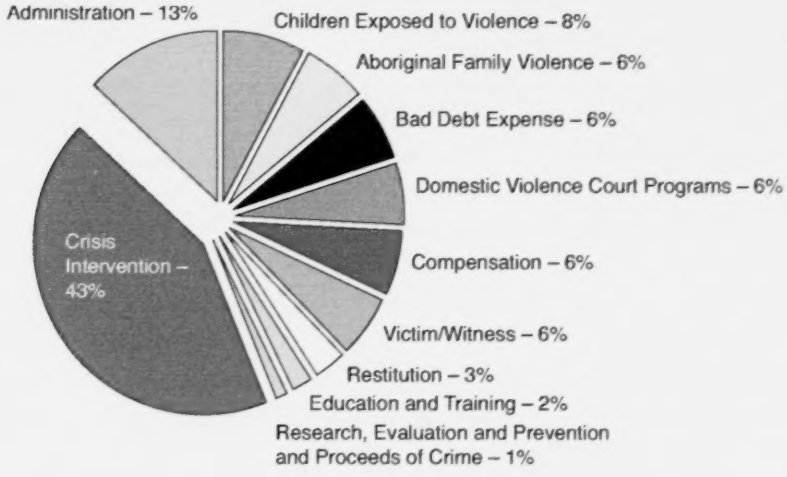
Total Revenue – $8,465,056

Victims Services
2011-12 Actual Expenditures – Unaudited



Total Expenditures – $7,077,520

Victims Services
2011-12 Actual Expenditures (%) – Unaudited


Administration – 13%
Children Exposed to Violence – 8%
Aboriginal Family Violence – 6%
Bad Debt Expense – 6%
Domestic Violence Court Programs – 6%
Compensation – 6%
Victim/Witness – 6%
Restitution – 3%
Education and Training – 2%
Research, Evaluation and Prevention and Proceeds of Crime – 1%
Crisis Intervention – 43%

Police-based Victim Services

- Managed ongoing funding agreements with 18 community agencies and municipal police services to ensure that services are available to 87 per cent of Saskatchewan's population. This includes 18 Police-based Victim Services programs and six Aboriginal Resource Officer programs that are part of the local victim services teams.

- Obtained federal funding to create a total of three new Missing Persons Liaison positions in the Victim Services units of the municipal police services in Prince Albert, Regina and Saskatoon. As specialists in the area, the positions will provide direct services to families in the three centres, develop consistent and appropriate practices, procedures, and training materials regarding supporting families of missing persons, and provide training, advice, and guidance to all other Police-based Victim Services programs in Saskatchewan.

Specialized Victim Services

- Managed ongoing funding for seven specialized Victim Services programs in urban centres where client volume and/or unique needs require a different delivery model to meet demands. This includes programs for victims of sexual assault and domestic violence, including services associated with Domestic Violence Courts in the Battlefords, Saskatoon and Regina.

Aboriginal Initiatives

- Managed ongoing funding for six Aboriginal Family Violence programs and six Aboriginal Resource Officer programs.

Children Exposed to Violence Programming

- Managed ongoing funding for nine Children Exposed to Violence programs.

Prevention of Victimization Programming

- Managed ongoing funding for the Street Workers Advocacy Program in Regina.

Victim/Witness Services

- Continued to deliver court orientation and support services to children and other vulnerable witnesses who are required to testify in court. Services are provided province-wide by four programs located in Prosecutions district offices.
- Developed a two-year plan, in partnership with the Court Services Branch, to enhance the Ministry's ability to facilitate testimony by children and other vulnerable witnesses from outside of courtrooms. Obtained federal funding for the purchase and installation of video-conferencing equipment in victim/witness rooms in ten court locations over the next two years.
- Developed a new electronic Customer Relationship Management system for implementation on April 1, 2012, to better manage Victim/Witness case information and coordinate services to clients.

Victims Compensation Program

- Provided compensation totalling $379,319 to 416 victims to reimburse them for actual expenses resulting from crimes of personal violence.
- Began a review of the Victims Compensation Program to determine if any improvements or enhancements can be made.

Adult Restitution Program

- Monitored and helped to enforce court-ordered restitution for adult offenders, advised victims of available civil enforcement measures and the registration process, and trained criminal justice system professionals. The program monitored 1,010 new restitution files in 2011-12, either directly through the Restitution Coordinator or in conjunction with Probation Services.
- Worked with the Fine Collection Branch to support the piloting of the Restitution Civil Enforcement Program in two court regions and expansion of the program province-wide. Provided eligible victim information to ensure the civil enforcement process was started in a timely manner.

Victim/Witness Services – New Clients

	Males			Females			Total		
	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Children	30	39	36	96	75	65	126	114	101
Teens	48	73	60	152	232	209	200	305	269
Adults	75	71	42	290	316	319	365	387	361
Total	**153**	**183**	**138**	**538**	**623**	**593**	**691**	**806**	**731**

Victims Compensation Statistics

	2008-09	2009-10	2010-11	2011-12
Applications Received	404	486	428	434
Applications Approved	372	449	397	416
Applications Denied	32	37	31	18
Total Amount Awarded	**$315,358**	**$375,325**	**$367,427**	**$379,319**

Education and Training

- Contracted with SIAST Wascana Campus and assisted in delivering the eighth course of the 72-hour standardized basic training program for service delivery staff of Police-based Victim Services programs. Worked with SIAST to expand this course into a 12-week applied certificate program that is now being offered to the public.

- Provided funding to the Saskatchewan Association of Police Affiliated Victim Services Inc. (SAPAVS) to support the three-day "Road to Resiliency" Victim Services Conference in Saskatoon. Provided additional funding to Police-based Victim Services and Aboriginal Family Violence programs to support the attendance of five staff and 16 volunteers at the conference.

- Coordinated the delivery and funding of the "Report Homophobic Violence, Period" hate crimes training to municipal police officers, RCMP members, victim services workers, and community representatives at five locations throughout the province.

- Provided Ontario Domestic Assault Risk Assessment (ODARA) certification training, refresher training, and follow-up support for personnel of Victim Services Program staff and Domestic Violence Court programs, including facilitation of one certification training session and one refresher training session. Worked in partnership with the Ministry of Corrections, Public Safety and Policing in providing provincial oversight for ODARA quality assurance activities.

- Delivered seven police training sessions on the "Justice Response to Domestic Violence" including five sessions to municipal police members through the Saskatchewan Police College, and two to members of RCMP "F" Division.

- Organized a one-day training session for staff of Police-based Victim Services programs and Domestic Violence Victim Services programs, as part of a two-day conference organized in partnership with RCMP "F" Division and SAPAVS.

- Organized a two-day training session for staff and managers of the six Aboriginal Family Violence programs and a one-day training session for the five Domestic Violence Victim Services programs, to discuss current issues and ensure the use of best practices in programming.

- Provided ongoing governance support to boards and staff of non-profit agencies funded by Victims Services, focusing on board roles and core responsibilities related to policy governance, operational oversight, and leadership. Assisted one Police-based Victim Services board in implementing a policy governance model, and another board in reviewing and revising previously adopted governance policies.

- Delivered presentations on the needs of victims and available services to the Saskatchewan Children's Advocate Office staff at the "Victims Rights in Canada" National Symposium in Ottawa (on Saskatchewan's restitution programs), to Victims Services funded agencies, and to various groups of criminal justice system personnel, including police recruits at the Saskatchewan Police College and the RCMP Training Academy, and at other conferences and workshops.

- Coordinated Saskatchewan's activities during National Victims of Crime Awareness Week 2011 to raise awareness of the needs of victims, inform the public about services that are available, and recognize the nearly 300 volunteers who assisted in providing services to victims of crime through police-based programs. Special recognition was given to ten and 15-year volunteers. Began planning for the next annual week to be held in April 2012.

- Distributed 20,500 copies of Victims Services brochures, posters, fact sheets, bookmarks, and other educational material to criminal justice system and community agencies, government offices and individuals.

Coordination

- Reviewed *The Victims of Crime Act, 1995,* consulted with community organizations, and made recommendations for amendments to require police to provide victim information to Police-based Victim Services programs. *The Victims of Crime Amendment Act, 2011* passed in May 2011. Began a review of *The Victims of Crime Regulations, 1997* for future amendments that would complement the changes to the Act.

- Continued to work with RCMP (national headquarters and "F" Division) and Justice Canada on the development of processes to address concerns about privacy and ensure that victims continue to be referred to local Police-based Victim Services programs.

- Worked with the Regina Police Service (RPS), Saskatoon Police Service, and the Ministries of Health and Social Services to develop a plan to obtain federal funding to enhance the child advocacy centres in both cities. Assisted these agencies in obtaining pilot project funds: RPS for a Victim Services Responder at the Regina Children's Justice Centre; and the Ministry of Health for dedicated mental health services at the Saskatoon Centre for Children's Justice.

- Began working with partner Victim Services organizations in the North to implement a new program model for Police-based Victim Services. The goal of the new model will be to ensure consistency in service delivery, policy development, and staff supervision, training and support.

- Met regularly with RCMP "F" Division and representatives of SAPAVS to discuss and address issues of mutual concern.

- Provided financial support to SAPAVS to assist with administrative expenses.

- Participated as a member of the Provincial Partnership Committee on Missing Persons, and participated on inter-ministry committees related to interpersonal violence and abuse issues.

- Represented Saskatchewan at two meetings of the Federal/Provincial/Territorial Working Group on Victims Issues; co-chaired the Sub-committee on Aboriginal Victimization.

- Participated on various boards of Research and Education for Solutions to Violence and Abuse (RESOLVE) and RESOLVE Saskatchewan. RESOLVE is a tri-prairie research network that coordinates and supports research aimed at ending interpersonal violence and abuse.

- Supported the Interpersonal Violence and Abuse (IVA) Unit by managing funding agreements for five community-based programs funded by IVA.

Research and Evaluation

- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.

- Supported the Policy, Planning and Evaluation Branch's work to:

  - administer an ongoing client satisfaction survey in Police-based Victim Services programs. The results of this survey are included in the "Progress in 2011-12" section of this annual report;

  - pilot an ongoing satisfaction survey of clients of the Victims Compensation Program, with full implementation planned for 2012-13; and

  - undertake an evaluation of the use of video-conferencing equipment in Saskatchewan Provincial Courts, with input specifically on testimony from outside the courtroom by children and other vulnerable witnesses.

Criminal Property Forfeiture Fund

The Criminal Property Forfeiture Fund is a special purpose fund governed by *The Seizure of Criminal Property Act, 2009* and *The Seizure of Criminal Property Regulations, 2009* to:

- receive all revenue related to the sale of property forfeited to the Crown under the Act and Regulations;
- receive all revenue related to the sale of property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act;*
- offset the costs related to bringing forward applications for forfeiture order and for managing and selling forfeited assets; and
- use surplus funds to benefit victims of crime and enhance police operations.

2011-12 Goals and Objectives

- Utilize monies, generated by the seizure of criminal property and that exceed the costs of administration, to benefit victims of crime and to enhance police operations. Work toward this goal in 2011-12 by:
  - establishing processes and procedures to enforce the Act and Regulations; and
  - working with other stakeholders to implement established processes and procedures.

2011-12 Activities and Results

- At the consent of the Director under the Act, officials of the Civil Law Division of the Ministry were asked to participate on a panel with federal criminal forfeiture lawyers and make a presentation on civil forfeiture at the Canadian Bar Association (Saskatchewan Branch) Mid-Winter meeting that was held in Regina in February 2012.
- Officials from the Ministry of Justice and Attorney General, the Ministry of Corrections, Public Safety and Policing (CPSP), and the Criminal Property Forfeiture Fund continue to review and amend established processes and procedures to enforce the Act and Regulations.
- The Director of Seizure of Criminal Property within CPSP continues to help communicate the processes and procedures to policing agencies. This position also plays a fundamental role in working with policing agencies and CPSP's Safer Communities and Neighbourhoods (SCAN) investigation unit in obtaining the information required to bring forward files to make applications for forfeiture orders.
- For the period April 1, 2011 to March 31, 2012, the Director under the Act has instructed counsel to proceed with submitting 22 forfeiture applications before the court.
- For the period April 1, 2011 to March 31, 2012, six applications previously placed before the court have been completed, resulting in orders of forfeiture being issued and the Fund recognizing $755,628 in revenue comprised of cash, property, and expense reimbursements awarded to the Crown.
- Of the $755,628 in forfeitures awarded during the period April 1, 2011 to March 31, 2012, $417,833 resulted from one forfeiture application for which both the dollar value and characteristics are deemed to be a unique one-time occurrence and not indicative of other forfeiture applications currently before the court or being contemplated at this time.
- For the period April 1, 2011 to March 31, 2012, there has been no property forfeited to the Crown pursuant to section 186 of *The Traffic Safety Act.*

Appendix D: Key Contact Information

Aboriginal Courtworker Program
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-6467 Fax: (306) 787-0078
National Website: **www.courtworker.com**

Access and Privacy
1874 Scarth Street, Room 1020
Regina, SK S4P 4B3
Phone: (306) 787-5473 Fax: (306) 798-4064
E-mail: accessprivacyjustice@gov.sk.ca

Automobile Injury Appeal Commission
2400 College Avenue, Room 504
Regina, SK S4P 1C8
Phone: (306) 798-5545 Fax: (306) 798-5540
Toll-free: 1-866-798-5544
E-mail: aiac@gov.sk.ca

Commissioner for Oaths and Notary Public
1874 Scarth Street, Room 1010
Regina, SK S4P 4B3
Phone: (306) 787-4117 Fax: (306) 787-8737

Dispute Resolution Office
3085 Albert Street, Room 323
Regina, SK S4S 0B1
Phone: (306) 787-5747 Fax: (306) 787-0088
E-mail: disputeresolutionjustice@gov.sk.ca

Family Justice Services Branch
3085 Albert Street, Room 100
Regina, SK S4S 0B1
Phone: (306) 787-8961 Fax: (306) 787-1420
Toll-free: 1-866-229-9712 (outside of Regina area)
E-mail: meoinquiry@gov.sk.ca

Family Law Information Centre
Phone: (306) 787-5837 Fax: (306) 787-0107
Toll-free: 1-888-218-2822 (Saskatchewan only)

Human Rights Commission
122 3rd Avenue North, Room 816
Saskatoon, SK S7K 2H6
Phone: (306) 933-5952 Fax: (306) 933-7863
Telewriter: 306-373-2119
Toll-free: 1-800-667-9249 (Saskatchewan only)

Legal Aid Saskatchewan
201 21st Street East, Room 502
Saskatoon, SK S7K 0B8
Phone: (306) 933-5300 Fax: (306) 933-6764
Toll-free: 1-800-667-3764
E-mail: central@legalaid.sk.ca

Office of Residential Tenancies
Toll-free Numbers (Saskatchewan only):
Phone: 1-888-215-2222
Fax: 1-888-867-7776

- ***Regina Office***
  2151 Scarth Street, Room 120
  Regina, SK S4P 2H8
  Phone: (306) 787-2699 Fax: (306) 787-5574

  A drop box is located at the front door

- ***Saskatoon Office***
  122 3rd Avenue North, Room 105
  Saskatoon, SK S7K 2H6
  Phone: (306) 933-5680 Fax: (306) 933-7030

  A drop box is located outside the office on the 22nd Street side

Provincial Mediation Board
Toll-free Numbers (Saskatchewan only):
Phone: 1-877-787-5408 (Regina)
Phone: 1-888-215-2222 (Saskatoon)
Fax: 1-888-867-7776

- ***Regina Office***
  2151 Scarth Street, Room 120
  Regina, SK S4P 2H8

  Debt Management and Credit Counselling
  and Property Tax Enforcement Inquiry:
  Phone: (306) 787-5387 Fax: (306) 787-5574

- ***Saskatoon Office***
  122 3rd Avenue North, Room 105
  Saskatoon, SK S7K 2H6

  Debt Management and Credit Counselling Inquiry:
  Phone: (306) 933-6520 Fax: (306) 933-7030

Public Guardian and Trustee
1871 Smith Street, Room 100
Regina, SK S4P 4W4
Phone: (306) 787-5424 Fax: (306) 787-5065
Toll-free: 1-877-787-5424
E-mail: pgt@gov.sk.ca
Hours: Monday through Friday, 8 a.m. to 5 p.m.
(Closed for the noon hour and holidays)

Victims Services Branch
1874 Scarth Street, Room 610
Regina, SK S4P 4B3
Phone: (306) 787-3500 Fax: (306) 787-0081
Toll-free: 1-888-286-6664
TTY Phone Number: 1-866-445-8857